



The City of Montgomery

10101 Montgomery Road

Montgomery, Ohio 45242-5344

www.montgomeryohio.org

City of Montgomery

2004

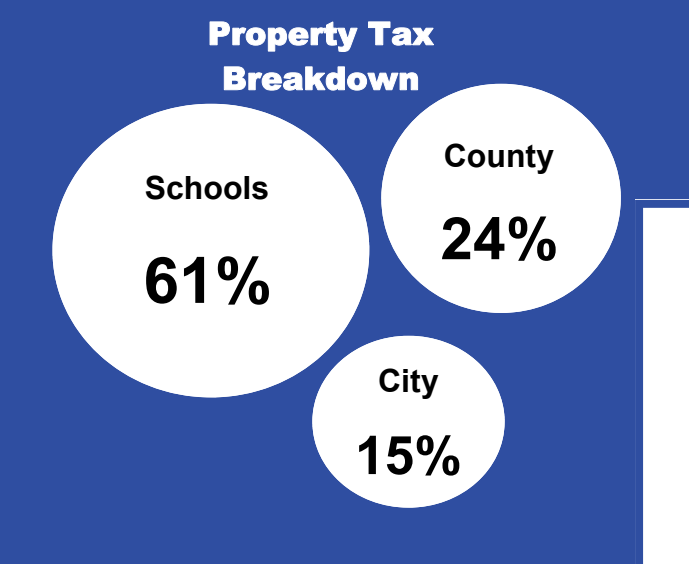
Annual Report

About Montgomery

Contained in a land area of 5.3 square miles, the City of Montgomery is located in northeastern Hamilton County, 12 miles from Cincinnati. The community was settled in 1795-96 by residents from two New York towns, Montgomery and Hope-well.

Since its founding, the community attracted additional residents, leading to its incorporation in 1910. Much of the community’s growth has occurred in the last 30 years, as development contin-ued its northward advance along the interstate systems of south-west Ohio. Today, Montgomery has approximately 3,800 housing units and is home to 10,163 residents.

Montgomery derives much of its operating revenue from a one percent (1%) earnings tax to help fund a full range of City ser-vices, undertaken by 60 full-time and 40 part-time employees. Services provided by the City of Montgomery include: police and fire protection, plan review and building inspections, recreational



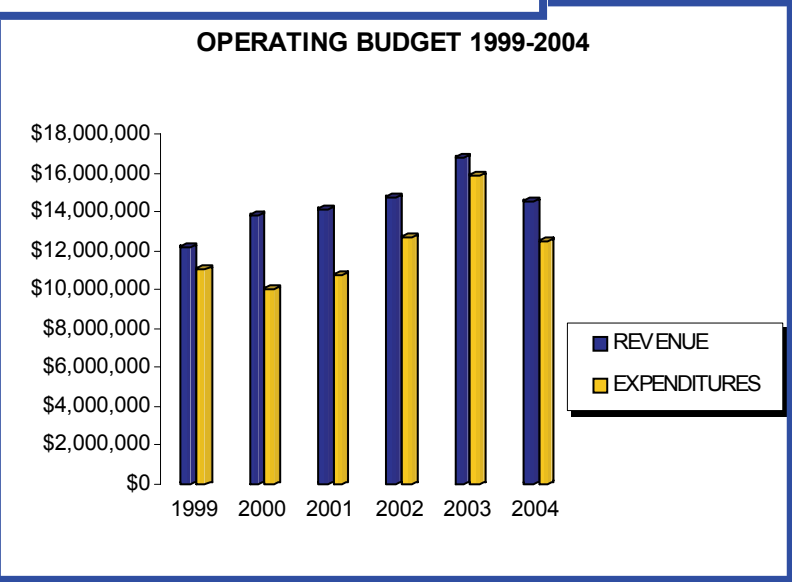
- Top 10 Employers**
- Bethesda North Hospital
 - Sycamore School District
 - Ohio National Financial Services
 - Montgomery Inn
 - CEI Physicians PSC, Inc.
 - Montgomery Care Center
 - Kroger Limited Partnership I
 - Steak N Shake Operations, Inc.
 - Camargo Cadillac Company
 - Columbia Oldsmobile, Inc.

programming, maintenance of seven parks, street main-tenance and snow/ice control of 92 lane-miles of road-way, as well as a host of other City programs.

Montgomery is located in the Sycamore School District, which has drawn national recognition for academic excel-lence. The district operates four elementary schools, an intermediate school, a junior high school and one high school.

Montgomery is home to a variety of commercial enter-prises, including Bethesda North Hospital, Ohio National Financial Services, Montgomery Ford, Century Motors, Montgomery Chevrolet, Camargo Cadillac, and Cincinnati Eye Institute. In addition, the historic downtown is a thriv-ing retail and dining area, including the famous Montgom-ery Inn Restaurant.

The City of Montgomery is also home to institutions serv-ing 13 religious denominations.



OPERATING REVENUE AND EXPENDITURES 2004-2005

	2004				2005			
	Beginning Balance	Actual Revenues	Actual Expenditures	Ending Balance	Beginning Balance	Actual Revenues	Actual Expenditures	Ending Balance
101 General Fund	\$ 8,523,301	\$ 7,362,108	\$ 6,327,093	\$ 9,567,316	\$ 9,567,316	\$ 7,478,798	\$ 8,017,154	\$ 9,028,960
218 Mayor's Court Technology Fund	52,003	16,978	13,085	55,896	55,896	20,00	27,501	48,395
261 Street Maintenance and Repairs	660,537	1,169,615	873,136	957,016	957,016	972,932	1,046,380	883,568
265 State Highway	21,532	29,719	18,694	32,557	32,557	32,074	37,200	27,431
324 General Bond Retirement	882,042	1,000,164	1,057,943	824,263	824,263	1,004,539	1,034,929	793,873
410 Capital Improvements	2,024,959	1,256,131	1,103,560	2,177,530	2,177,530	1,269,273	2,166,276	1,280,527
460 Urban Redevelopment	265,020	75,525	37,797	302,748	302,748	75,233	311,046	66,935
461 Triangle Tax Increment Equivalent Fund	—	—	—	—	—	527,500	527,500	—
602 Municipal Pool	17,260	174,163	174,211	17,212	17,212	188,350	187,430	18,132
TOTAL OPERATING FUNDS	\$12,455,654	\$11,084,403	\$9,605,519	\$13,934,538	\$13,934,538	\$11,568,699	\$13,355,416	\$12,147,821

Funded by Special Levies or Assessments

223 EMS/Fire	\$ 2,143,289	\$ 2,047,543	\$ 1,579,236	\$ 2,611,596	\$ 2,611,596	\$ 1,966,547	\$ 2,469,514	\$ 2,081,629
322 Special Assessment Bond Retirement	63,993	63,451	56,602	70,842	70,842	69,112	57,813	82,141
328 Reserve of Montgomery Bond Retirement	45,255	183,206	174,778	53,683	53,683	180,000	178,562	55,121
330 Ohio National Life Tax Increment	1,625,994	644,483	411,513	1,858,964	1,858,964	631,759	433,478	2,057,245
411 Special Assessment Capital Projects	190,100	752	133,509	57,343	57,343	81,045	50,000	88,388

TOTAL LEVY/ASSESSMENT FUNDS	\$4,068,631	\$2,939,435	\$2,355,638	\$4,652,428	\$4,652,428	\$2,928,463	\$3,216,367	\$4,364,524
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Total Commission or Non-controlled Funds

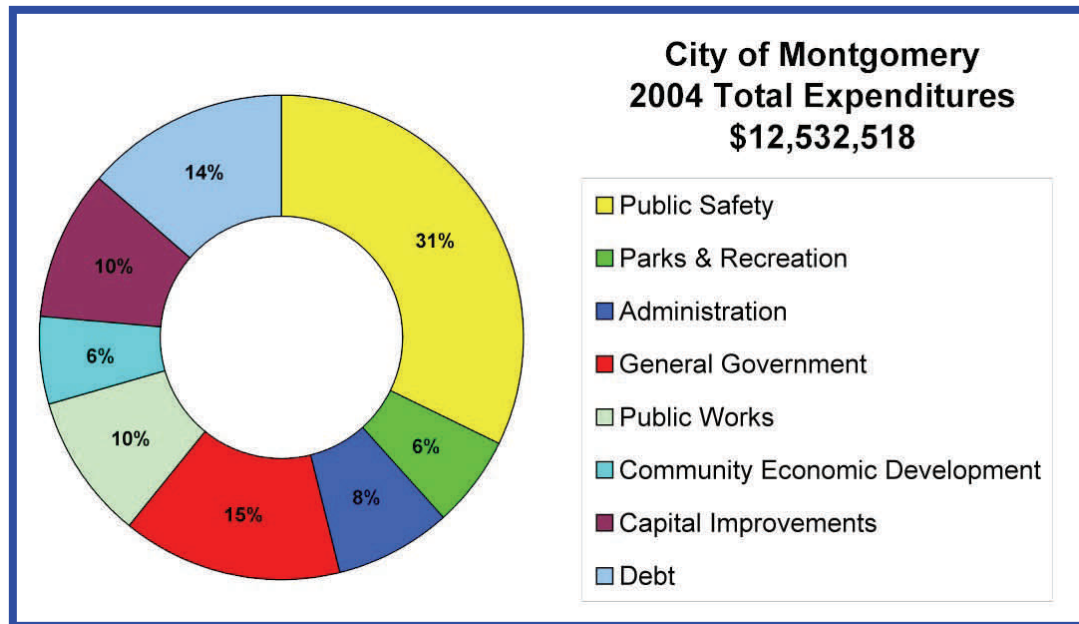
209 Memorial Fund	\$ 3,878	\$ 3,350	\$ 3,935	\$ 3,293	\$ 3,293	\$ 7,900	\$ 8,273	\$ 2,920
210 Parks & Recreation Fundraising Fund	—	—	—	—	—	500	450	50
215 Law Enforcement	4,898	100	404	4,594	4,594	700	900	4,394
216 Drug/Law Enforcement	2,957	127	—	3,084	3,084	300	300	3,084
217 DUI/Enforcement Education	7,298	1,143	5,884	2,557	2,557	1,000	600	2,957
219 C.O.P.S. Grant Fund	41,459	95,997	84,957	52,499	52,499	91,970	116,723	27,746
224 F.E.M.A. Firefighters Grant Fund	—	—	—	—	102,925	—	102,925	—
226 Environment Impact Tax	329,341	37,227	288,546	78,022	78,022	42,510	40,000	80,532
416 C.D.B.G. Fund	13,774	55,700	48,384	21,090	21,090	—	8,700	12,390
485 Arts & Amenities	419,587	131,093	26,735	523,945	523,945	30,156	49,900	504,201
546 Trust Reimbursements	88,797	113,503	55,971	146,329	146,329	45,000	109,825	81,504
601 State Fees	3,690	3,415	1,467	5,638	5,638	3,000	3,000	5,638
836 Historical Trust Fund	64,454	27,070	29,801	61,723	61,723	24,394	30,795	55,322
840 Cemetery Expendable Trust Fund	117,416	37,127	21,647	132,896	132,896	43,959	42,801	134,054
890 Unclaimed Moneys Fund	493	6,830	3,630	3,693	3,693	2,500	2,500	3,693
TOTAL NON-CONTROLLED FUNDS	\$1,098,042	\$512,682	\$571,361	\$1,039,363	\$1,142,288	\$293,889	\$517,692	\$918,485

TOTAL REVENUE/EXPENDITURE BALANCES	\$17,622,327	\$14,536,520	\$12,532,518	\$19,626,329	\$19,729,254	\$14,791,052	\$17,089,475	\$17,430,830
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Finance Department

The Finance Department is responsible for various financial related functions such as preparing and maintaining the Operating and Capital Budgets, cash management, purchasing, payroll and earnings tax collections. The Finance Department consists of two offices: Earnings Tax and Finance. The Earnings Tax Office includes a full-time Tax Commissioner and a full-time Clerk. The Finance Office has a Finance/Accounting Assistant, one full-time Senior Account Clerk and a part-time payroll Clerk, who also assists in the Tax Office. The department is supervised by the Finance Director, who reports directly to the City Manager.

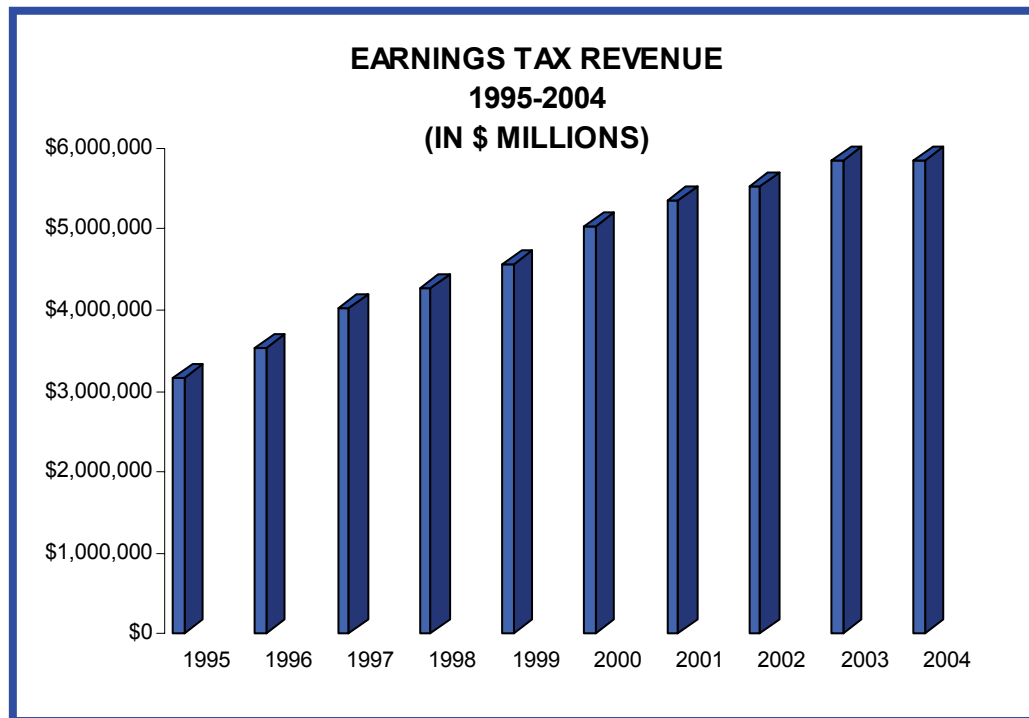
The Earnings Tax Office offers guidance and assistance in the preparation of City of Montgomery tax returns. In 2004, the Montgomery Tax Code was amended to adopt the State-mandated due date of April 15th for tax filing. Other changes include taxing qualified wages shown in the Medicare box of the W-2 forms, and taxing any form of gambling winnings that are reported to the Internal Revenue Service. To provide superior service to all, the Earnings Tax Office offered extended hours on weekends and selected weekday evenings during the 2005 tax season. In 2004, earnings tax collections totaled \$5,841,251 representing flat collections over 2003. These taxes are disbursed into three funds, according to the following allocation: the General Fund receives 63.5%; the General Bond Retirement Fund receives 15% and the Capital Improvement Fund receives 21.5%.



The Finance Staff prepares monthly and annual reports, as well as, the Comprehensive Annual Financial Report (CAFR). For the ninth consecutive year, the City was awarded the Government Finance Officers Association (GFOA) of the United States and Canada's Award for Financial Reporting Achievement for the submission of the City's 2003 CAFR. The City continues to be recognized with an Aa1 bond rating, one of only eight communities in the State of Ohio to be rated in this category.

In 2004, the refinancing of debt on the Safety Center was completed, saving the City \$121,209, thus reducing the City's overall debt.

The Finance Department continues to improve services in various ways, including its presence on the City's website. In 2004, a few of the enhancements included frequently asked tax questions, street listings, links to State and Federal websites and easily downloadable tax forms.



2004 Highlights

2004 was a year of many new innovations in the City. From a completely revamped trash removal system to Montgomery's first-time involvement with the Cincinnati Flower Show, the City made great progress in its goals of providing excellent customer service and a great sense of civic pride in our community.

In 2003, City staff and the Environmental Advisory Group embarked upon a study of different options for residential trash removal and explored the possibility of implementing a new type of automated system in the City of Montgomery. Contract specifications were prepared and at the end of 2003, Council awarded a contract to Rumpke, Inc. to provide an automated waste collection system to start in October of 2004. Through the early part of 2004, staff, with assistance from the Environmental Advisory Group, conducted a massive education effort, hosting many educational forums on the new system and contacting each residence individually to ensure that the transition to the new system would go as smoothly as possible. The new system has proven to be far more efficient than the old method and the majority of residents seem to be happy with the new program.

The City of Montgomery has gained notoriety among its local government peers across the nation through presentations of the City's TARGET Program at a variety of venues. The City's presentation team developed an extremely comprehensive and well thought out program to teach our high performance theory and implementation plan to other cities who may have an interest in establishing such a program. Montgomery was given the opportunity to share this information at the Innovations Groups' International Conference in Reno, Nevada in June of 2004 and also at International City/County Management Association conferences in Annapolis, Maryland in April and in San Diego in October. Montgomery's presentation was very well received at each of these conferences and it is anticipated that the team will be invited to speak at future conferences as well.

Staff has also continued to work toward achieving a high performance workplace through work on individual TARGET Teams, specialized Task Teams and through established employee teams such as the EAST Committee, the Wellness Committee and Health Benefits Committee, to name a few. 2004 saw the implementation of the newly developed 360 degree evaluation system which involves a peer review of each employee at their evaluation, followed by a one on one evaluation with their supervisor. This new system is a great example of how employees at all levels can be empowered to make a difference in the organization through constructive input.

Information technology was a focus in 2004, with online services being established to give residents 24/7 access to a variety of City services, including on-line pool pass sign ups, lodge rentals, customer service questions and the purchase of commemorative gifts. The City also upgraded the phone system, which was the culmination of several months of research and study to determine the needs of staff and

how best to meet them with the technology available today. This new system, implemented in October of 2004, provides a number of technical enhancements to enable the City to communicate more efficiently. The City also implemented a new system in 2004 called "Code Red Reverse 9-1-1", which is a system that enables the City administration to send out a telephone call to each residence and business in the City to communicate instructions or other information in the event of a disaster or other situation in which information needs to be disseminated quickly.

The hanging flower baskets that are displayed throughout downtown Montgomery were particularly full and beautiful in 2004. This was largely due to the new greenhouse structure that the Service Department installed in order to get an earlier start on growing the flowers for the basket project as well as plant selection by the Beautification Commission and staff. City Hall received many phone calls from residents and non-residents alike, complimenting the City for these beautiful hanging baskets. It is appropriate, yet coincidental, that the City of Montgomery was invited to participate in the Cincinnati Flower Show as an exhibitor in the spring of 2004. The City of Montgomery is the first municipality to boast this distinction. The City was awarded a Silver Award for its display, which was a depiction of a sidewalk café in our sister city, Neuilly Plaisance, France.

Planning efforts for the improvements of Parrott Alley in historic downtown continued in 2004, with an anticipated completion of the project in the summer of 2005. These improvements will not only further enhance the appearance of the area, but also its functionality.

Along these same lines, a developer for the City's Triangle property, located at the corner of Montgomery and Cooper Roads, was selected in 2004, and planning efforts for this important gateway development will continue throughout 2005, with the goal of creating an attractive and viable business development at this site.

The City was the recipient of a number of awards in 2004, including the Tree City Growth Award, which marks the 9th consecutive year that the city has received this distinction. The City also received the Government Finance Officers Association's award for excellence in financial reporting for the 9th year in a row. A new distinction for 2004 came from the Ohio City/County Management Association that awarded the City its Innovations Award for Montgomery's TARGET program.

There were a number of public improvement projects completed in the City in 2004, including a major sewer replacement on Hopewell Road, gas main replacement at Montgomery and Cooper Roads, and water main replacements in various locations throughout the City. In addition to these needed infrastructure improvements, the City constructed a new playground at Dulle Park, and with financial assistance from the Blue Ash/Montgomery Rotary Club, a new gazebo structure was constructed at Swaim Park. This gazebo project was selected by the Rotary Club to commemorate the Rotary International Centennial celebration in 2005.

Council/Administration

The City of Montgomery operates under a Council-Manager form of government with seven elected Council Members working with a City Manager who is appointed by City Council. All City Council members are elected at large by a popular vote of City residents for staggered terms of four years. Once seated, Council Members select the Mayor who serves for a two-year appointment.

Montgomery City Council is responsible for establishing policies and enacting legislation necessary for municipal operations. City Council appoints the City Manager, and Law Director. By charter, the City Manager serves as the City's chief executive, administrative and law enforcement officer.

City Council operates with six standing committees: Financial Planning; Government Affairs; Law and Safety; Parks and Recreation; Planning, Zoning, and Landmarks; and Public Works.

While City Council members are very busy in their roles as elected officials, and their work is largely centered in determination of policy. During the 2004, City Council conducted 63 public meetings, including regular meetings, special sessions and committee meetings.

City Council also took a number of opportunities to improve communications between City Council and the Boards, Commissions and civic organizations. Each Board/Commission Chair was invited to attend a discussion meeting to update City Council members on the planned activities and work of their respective Board/Commission.

New Board and Commission members, City Council, and the Administration staff participate in an annual new member Board and Commission orientation session. This training/education session gives new Board and Commission members the tools they need to perform their valuable work and at the same time, enhance communications between the Boards and Commissions, City Council and staff.

A Community Leadership Forum was held twice in 2004 and represented an opportunity for volunteers, representatives of neighborhood associations and civic groups, elected officials and staff to discuss major issues, activities and suggested topics of interest by forum participants.

As a part of City Council's continuing program to improve communication with citizens, a special workshop was held to examine zoning and land use regulation. City Council invited members of the Planning Commission and Board of Zoning Appeals, and encouraged interested citizens to at-

tend. The workshop reviewed current Ohio zoning law and its impact on the City of Montgomery; what cities can do to control and manage the development of privately owned real estate; and the importance of undertaking planning studies to provide the legal basis for enacting new regulations.

As part of City Council's responsibilities for establishing policies and enacting legislation, City Council oversaw operations and administration of a cash budget of \$14,260,058, and adopted 68 ordinances and resolutions.

Highlights of Council action during 2004 include:

*Adoption of the year 2005 annual operating budget and five-year capital improvement program.

*Adoption of the 2003 supplements to the City's Code of Ordinances. This supplement contained all ordinances of a general and permanent nature enacted since the prior supplement to the Code, changes in the Ohio Revised Code and changes in the laws of the State of Ohio.

*Adoption of the Hamilton County Natural Hazard Mitigation Plan in order to comply with Federal Emergency Management Agency (FEMA) established rules and regulations. These rules and regulations require that for disasters declared after November 1, 2003, a local government must have a mitigation plan approved in order to receive Hazardous Mitigation Grant Plan project grants.

*Authorization to allow the City to increase the minor misdemeanor penalty from \$100.00 to \$150.00 to be consistent with state law.

*Adoption of Updated Floodplain Management Regulations and map to allow for continued participation in the National Flood Insurance Program.

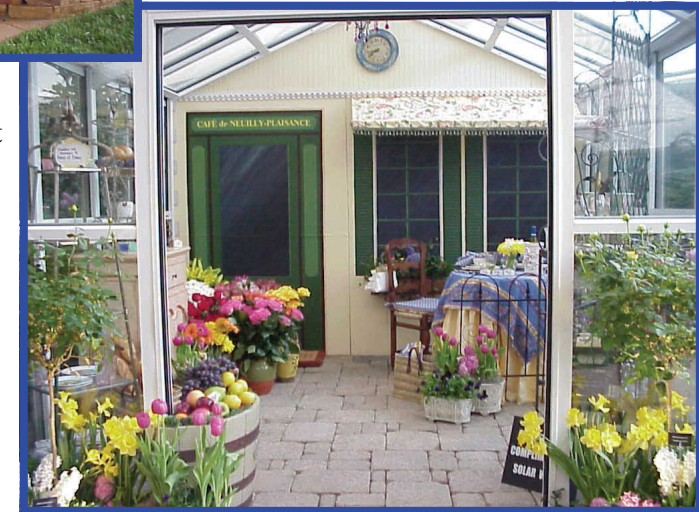
*Authorization to refinance a portion of outstanding City debt in an effort to lower the interest rate associated with the \$5,500,00 bond issue Safety Center and Service Facility.

*Creation of restricted funds to receive gifts of cash, personal property or real property to enhance art and cultural programs in the community, including the activities of Beautification and Sister Cities Commission; to support community educational programs in the arts; to foster the development of cultural exchange programs for the City and its Sister Cities; and to acquire, develop and maintain public art projects within the community; to create, develop, improve or maintain the City parks, gateways, nature preserves, greenbelt space, fountains, recreation programs or similar City owned properties; and amendments to govern the acceptance of contributions and to provide guidance in the acquisition of property by the City on behalf of the

section of the Schoolhouse Lane intersection. Micro surfacing is an effective maintenance tool on high traffic roadways, as the time required for construction is significantly reduced; the surface texture is designed to provide additional skid resistance and shows greater resistance to oxidation or color "fading" when compared with traditional hot mix asphalt overlays.



An application submitted to the Blue Ash-Montgomery Rotary Club identifying a project to install a gazebo and deck at Swaim Park for public use was selected for the Rotary Club's \$10,000 grant commemorating the 100 year anniversary of Rotary International. Construction of a gazebo, adjoining deck, landscaping improvements and connection to pathways within the park were completed and will be available for general use or by reservation beginning in 2005. This latest addition at Swaim Park is located between Swaim Lodge and Todd Pond.



Construction of a new public sidewalk began in the Storybook Acres subdivision along portions of Storybook Drive and Adventure Lane. The work completed in 2004 is part of a 2-year construction project that will provide a pedestrian connection through the Storybook Acres subdivision, ultimately connecting the intersection of Pfeiffer Road-Storybook Drive with the intersection of Shadowhill Way-Deerfield Road. Approximately 3000 lineal feet of 5' wide concrete sidewalk was constructed during the 2004 project. This installation is part of a multi year sidewalk installation program established by City Council legislation in 2000.

Inspection and repair of all public sidewalks east of the I-275 bridge over Weller Road was completed in 2004. This was the fourth year of the City of Montgomery inspection and repair program, which covers one quadrant of the City each year. Repairs during 2004 included 2000 square feet of concrete sidewalk removal and replacement, 1550 square feet of hydraulic lifting (slab jacking) of concrete sidewalks, 97 locations of concrete paver repairs and realignment and 5,700 square yards of asphalt sidewalks that were patched and crack

sealed as necessary and finished with an asphalt seal coating.

The installation of traffic signal pre-emption equipment was completed at 3 intersections. A signal pre-emption system detects emergency vehicle sirens and then interrupts traffic signal timing, thereby improving intersection safety by allowing emergency vehicles with activated sirens to pass through intersections on a green light. During signal pre-emption, all intersection approaches that do not detect an emergency siren are stopped by a red light until the emergency vehicle passes through the intersection. This pre-emption equipment was installed at Montgomery Road intersections with Weller Road, the main entrance to Bethesda Hospital, and at Pfeiffer Road.

High visibility/low energy consumption L.E.D. traffic signals were installed at the Montgomery Road-Pfeiffer Road intersection. Additionally, an audible pedestrian signal crossing was installed at the Montgomery Road-Weller Road intersection.

A decorative street light project was completed in the Swaim Field subdivision with the installation of 46 electric gas light replica lights. This project was initiated through an assessment program that allowed homeowners to complete an application and

petition to the City of Montgomery for the installation of street lights within its defined lighting district. The assessment program requires property owners within the lighting district to reimburse 100% of the streetlight installation costs to the City of Montgomery during a 5 year period.

The City of Montgomery received Tree City USA status for the ninth consecutive year. The efforts of Montgomery City Council, City staff, the Montgomery Beautification and Tree Commission and other volunteers from our community have improved and protected the City's urban forest and have allowed the City to receive this annual recognition award.

The City of Montgomery was invited to participate in the 2004 Cincinnati Horticultural Society's Flower Show. The City's exhibit titled "A Palette of Living Colour" was given a "Silver Award" by the panel of judges in this premier show. The Cincinnati Flower Show is the only North American event endorsed by the prestigious Royal Horticultural Society of Great Britain and drew over 50,000 attendees during its 5 day display.

Fire cont.

Public Education programs, once again, were very successful for the department. Everything from tours of the Safety Center to CPR classes to Fire Prevention Week activities kept all busy with these very worthwhile programs. A total of 41 individual programs were offered to countless number of people, as the department tries to prevent injuries and accidents from occurring in the community. The new CPR program called “CPR for Family & Friends” continues to be successful. This program is offered quarterly and is intended to provide participants with enough information and practical skills to assist a loved one in an emergency situation until help arrives.

An Open House held on April 24th was a success, with a good number of residents stopping by to see the different exhibits. Police and fire vehicles were available for viewing as well as units from the Police SWAT team and the University Air Care helicopter. Additionally, child car seat checks were provided, as well as the sale of bike helmets. Many opportunities for education occurred as people had the ability to talk with police officers and firefighters first hand and learn from their experience.

The Child Car Seat Safety Program has assisted a number of citizens in learning how to properly use and place their children in a car seat. Technicians have received their certifications through Children’s Hospital. Since the beginning of this program in 1999, the department has instructed over 1133 individuals in the proper installation of child car seats. 183 installations occurred during 2004. The department continues to offer this program as another service available to the citizens.

The Address Sign Program has received a number of calls for orders for the green and white reflective signs. Under this program, firefighters manufacture and install the signs at the request of the property owner for a nominal fee. This system assists personnel in finding residences quickly in emergency situations.

In October, the seventh annual Chili Festival was held at Swaim Park. This event allows the Fire Department to show off their equipment, talk to residents and see who makes the best chili in the community. The weather was perfect, attendance was great and funds were collected in our efforts to purchase additional equipment for the department.

Training continued to maintain a high priority in the department. All personnel are required to document 60 hours of training per year, in addition to what is required to maintain their certifications. A total of 2045 training hours were logged by the employees this year to maintain their skills.

EMS billing of non-property owners transported to the hospital collected approximately \$102,674.26. This is the

eighth year of this revenue-generating program. Any person transported by our ambulance who is not a property owner in Montgomery is billed for our service to assist in defraying the cost of the transport.

The South West Ohio Fire Department Benchmarking project completed the fourth year of gathering information that compares services with 12 similar communities in the Greater Cincinnati area. This data assists in seeing how the department’s services measure up to services at local, regional and national levels. A meeting was scheduled for late January of 2005 to review the information and to see where improvements to the data collection template needed to be made to assure equality in assembling the data bank.

The year 2004 has been a full year with many new challenges and changes. The Fire Department continues to mature into a first rate public safety organization. Based on the department’s plan for 2005, the future looks equally exciting as well as challenging.

Public Works

The City of Montgomery continued its active participation in the Hamilton County Stormwater District established to provide local governments in Hamilton County an opportunity to work on a regional basis to complete federally mandated National Pollution Discharge Elimination System (NPDES) Phase II requirements. Efforts during 2004 focused on public education and outreach. City staff installed stream crossing signs at three locations in Montgomery and distributed brochures prepared by the Hamilton County Storm Water District outlining Phase II requirements and helpful tips for homeowners on reducing pollutants discharged into local creeks and streams.

The Service Department completed the inventory of major public infrastructure to comply with General Accounting Standards Board requirements known as GASB 34. The City will complete GASB 34 filing during 2005, which includes information regarding the inventory, condition and construction history of significant public infrastructure, such as roadways, sidewalks and storm sewers.

The annual street resurfacing project was completed by Barrett Paving Materials Inc. Resurfacing work included work on 5 City streets totaling 1.90 centerline miles of roadway rehabilitation. The centerline miles of roadway completed during 2004 was slightly less than previous years, as work included multi-lanes of resurfacing on portions of Montgomery Road and Pfeiffer Road.

The installation of a thin layer surface treatment known as micro surfacing was completed on a portion of Montgomery Road extending approximately 0.6 miles north of the inter-

historic trust; to redefine the conditions and restrictions for acceptance of gifts or bequests into the fund.

*Acceptance of petitions for the installation of decorative streetlights via assessment in the Swaim Field Subdivision. Authorization to proceed with the project to install the decorative electric streetlights. Authorization to enter into a contract with Cinergy for the installation of the decorative electric streetlights and all necessary equipment.

*Approval of numerous contracts related to the Montgomery Bulletin; the purchase of police cruisers; the mowing of various parcels throughout the City of Montgomery during 2004; the installation and support of a telephone system; telecommunication services; health department services; purchase of de-icing rock salt; planning assistance to the City to follow up previous recommendations in the Heritage District study of 2001; the purchase of a rescue Pumper Fire Truck; and the operation and management of the Montgomery Municipal Pool.

*Authorization to enter into a Labor Agreement with the Fraternal Order of Police Ohio Valley Lodge Number 112, for a new three (3) year labor agreement that includes wage and benefit modifications.

*Amendment of the schedules of municipal compensation and modification of the medical insurance “caps” and the dental/optical insurance “caps” for the next three (3) years.

*Approval of contracts providing health, dental and life insurance benefits for full-time City Employees.

*Support of the Drug Abuse Resistance Education (D.A.R.E.) program and authorization of the filing and execution of the annual grant application.

*Approval of an agreement to authorize the City’s participation in the First Suburbs Consortium organization.

*Designation of Montgomery Gateway Partners, LLC as the preferred developer for the Triangle property based upon its conceptual ideas for the site, its familiarity and success with a previous project in the Heritage District, and the economic benefit of this proposal for the City.

*Authorization for the issuance of not to exceed \$200,000 in notes, representing a reissuance of the remaining outstanding debt on the purchase of the Triangle property in the Heritage District.

*Creation of the Triangle Tax Increment Equivalent Fund to handle revenues and expenditures associated with the Triangle tax increment financing project.

*Approval of numerous capital improvement project contracts for the 2004 Street Resurfacing Program, construction of the Storybook Drive and Adventure Lane sidewalk, the Montgomery Road “Black Mat” Bituminous Surfacing project.

*Acceptance of the Zig Zag Meadows subdivision plat, public dedicated improvements, and dedicated public rights of way.

*Authorization to execute all documents necessary to elect the required basic services of the Hamilton County Storm Water Management District and to allow such fees to be allocated and assessed upon the property tax bills of property owners via the equivalent residential unit

calculation.

*Adoption of the Tax Budget for 2005.

*Acceptance of the amounts and rates as determined by the Budget Commission and authorizing the necessary Tax Levies and certifying them to the County Auditor.

*Enactment of regulations implementing parking restrictions on City streets during declared Snow Emergencies.



TARGET TARGET, the employee designed program that was started in 2001, has become the culture at the City of Montgomery. Guided by the City's mission, vision and values that emphasize the need for cooperative teamwork and leadership at all levels of the organization, employees strive to deliver high product and service quality, outstanding customer value and sound financial performance.

Each employee is a member of a TARGET Team which meets to encourage communications between employees from different departments with different job descriptions and responsibilities. The teams also identify and work on a variety of projects that help enhance customer service or result in savings to the City.

Some of the projects that various TARGET Teams have worked on in 2004 include the development of Montgomery Tech, a program that offers computer training taught by employees to other employees to broaden their skills in computer programs. An in-house vehicle maintenance program was developed by one group so that some of the routine maintenance of City vehicles can be done by the Service Department rather than by outside vendors at a cost savings. A coat drive to collect coats for people in need was conducted in conjunction with Channel 5 and resulted in 433 coats being collected at the Safety Center.

Each of the seven TARGET Teams also developed and presented a training for the rest of the City employees. Topics for the trainings covered everything from Homeland security to how to avoid procrastination, personalities in the workplace, and business etiquette, to name a few.

Task Teams have been formed to work on specific projects that have finite goals to accomplish desired outcomes. Some of the Task Teams are short termed and have one specific goal and have disbanded once that goal has been completed. One such Task Team is the 360 degree Evaluation Team. This team has completed a one year review of the 360 degree evaluation tool that was developed in 2003 and has now disbanded leaving in place a process that is part of every employee's evaluation each year. Other Task

Teams are ongoing and will continue to meet such as the Health Benefits Team, the Employee Advisory and Safety Team (EAST) and the Website Team.

Several new TASK Teams were formed in 2004. The Training Team was organized to look for training opportunities for all employees and to arrange for speakers to come to the City for classes. The Task Opportunities Review Team (TORT) is responsible for tracking the activities of

Task and TARGET Teams to avoid duplication of efforts and to create new Task Teams as the need arises. The Communications Team keeps everyone informed of all the activities of the teams and departments and the Energy Team is centralizing all employee incentive awards, as well as planning activities and events to energize the employees and create the passion for the culture that has been started at the City of Montgomery. The Senior Services Team was created to address the needs of Montgomery's aging population. The Montgomery Road Corridor Team was formed to work on a plan to improve the look of Montgomery Road from just north of the Heritage District to City Hall.

The City of Montgomery was invited to spread the word about the TARGET program at a number of training seminars and conferences in 2004. In April, a presentation on the implementation of in-house training on High Performance Organization theory was given by a group of employees in Dublin, Ohio. Also in April, a half-day program was presented in conjunction with Tony Gardner of the Commonwealth Center for High Performance Organizations at the ICMA (International City/County Management Association) Best Practices Symposium as part of the ICMA University series. In June, a group of employees traveled to Reno, Nevada to present an overview of the TARGET program at the Innovation Groups Conference and in October, employees did a full day training program for the ICMA University in San Diego.

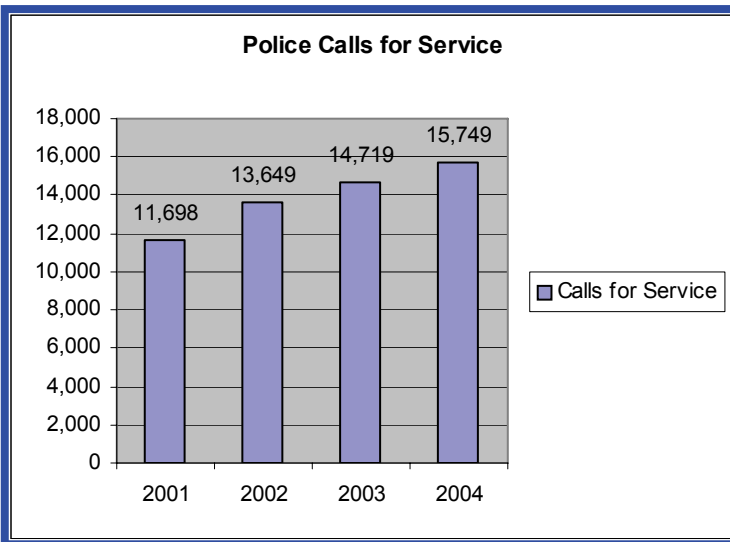
The TARGET program is an on-going program that will continue to grow and improve with time and will help to keep the City of Montgomery "on target" as we move toward the goals set forth in the City's strategic plan.



information and resource sharing among local, state and federal law enforcement agencies continues to improve the overall effort of combating terrorism.

The department continued to support the Drug Abuse Reduction Task Force (DART). In March, an officer was assigned fulltime as a task force agent for an 11 month period. Montgomery is a founding member of the task force that was formed in 1988, and periodically assigns officers to the task force. DART is comprised of approximately 15 local law enforcement agencies that primarily address drug enforcement at the local level. The task force also has a pharmaceutical diversion unit that investigates physicians, nursing staff, and pharmacy staff suspected of abusing drugs, forging, altering, or writing illegal prescriptions, or trafficking in drugs.

The partnership between the Police Department and Sycamore School District continues to be strong. The Drug Abuse Resistance Education (D.A.R.E.) program was presented to several hundred students in grades 6 and 7. For the third year in a row, the Police Department received a \$10,000.00 grant to assist with funding the D.A.R.E. program. Additionally, the School Resource Officer (SRO) at Sycamore High School continues to work with students and



staff to provide a safe and secure learning environment. In addition to the day-to-day activities, the SRO attends many extracurricular activities, such as dances, athletic events and meetings. Officers also presented a seat belt safety program to 3rd graders at Montgomery Elementary School.

In an effort to improve problem solving, the department acquired software that, when linked with the department's records management system, will provide mapping of crime and motor vehicle crashes. This mapping will provide supervisors with up-to-date information that will allow them to make better decisions when deploying resources or addressing problems. The system should be fully operational by the 2nd quarter of 2005.

Public Safety/Fire For year 2004, the department handled 457 fire incidents and 867 emergency medical service incidents for a total of 1324 incidents. Emergency medical service incident response continue to be one of the priorities of the department, and is responsible for 66% of the total incident volume. 2004 saw a decrease of fire incidents from the prior year, with a total value of loss from fire in the City of \$29,950. The department attributes the decrease in fire incidents as a result of its fire prevention efforts and the inspections conducted by staff. In a modern fire service, preventing the outbreak and serious spread of fire is considered as essential to public safety as proficiency in fighting fires. Any good inspection program must consider the benefits of educating the public about hazards which may affect them and how these hazards might endanger lives and property. Fire inspections within the jurisdiction are carried out on a regular, systematic basis by three certified fire safety inspectors. The program requires all occupancies, except residential properties, to be inspected at least once per year. Total fire inspections for the year were 1173. The results of the effort can be seen in the reduction of incidents, which allows the department to be available for other emergencies and activities.

The annual Departmental Planning Session continues to set the goals and objectives of the department for the year. The department completed the majority of the objectives proposed in the plan and the tenth planning session, to establish the goals for 2005, will be held after the first of the year. This entire process has been very beneficial in that problems and new ideas are identified; direction given; and assigned to an individual for responsibility in order to see the project through.

New equipment that was purchased as part of the Capital Improvement Program included the purchase of replacement fire hose as well as the replacement of some of the firefighters protective coats and pants. A major capital improvement for the department came with the ordering of a new rescue pumper fire truck to replace the 1993 International/Saulsbury rescue pumper fire truck. This new truck will be constructed during the first half of 2005 and arrive in the early fall. The new fire truck will be equipped with the existing hydraulic rescue system for vehicle accidents, plus additional new rescue equipment for confined space rescue, as well as trench rescue.

The Fire Department utilized a grant from the Ohio Division of Public Safety to enhance the department's pediatric intubation equipment in order to better manage the airway of infants that are in respiratory distress. An additional grant from the Ohio Division of Public Safety allowed for the reimbursement of the paramedics for continuing education requirements needed for their certifications.

Public Safety/Police

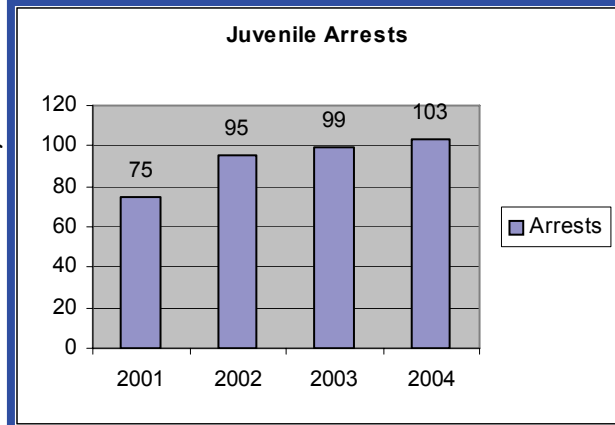
The Montgomery Police Department continues to utilize Problem Oriented Policing (POP) principles, where problem solving and addressing the underlying issues that cause problems is a primary focus. In 2004, the Police Department identified an area of Montgomery Rd. where an unusually high number of traffic crashes, many involving injury, were occurring. The Police Department, along with other City departments, private business, elected officials, and the Ohio Department of Transportation, used these problem solving techniques to make improvements to the roadway. In the first six months since the changes were implemented there has not been a single crash. This is just one example of the police and community working together to solve problems.

In addition to working with the community, the Police Department routinely works across departmental lines with other city employees to address problems facing the City of Montgomery. Employees often work in teams with a specific focus to improve the delivery of City services.

The Police Department is comprised of 21 fulltime officers, two clerks, one Mayor's Court clerk and 4 auxiliary police officers. Of the 21 fulltime officers, there is one Chief, one Lieutenant, four Sergeants, two Detectives, one Drug Abuse Resistance Education (D.A.R.E.) officer, one School Resource Officer (SRO), one Traffic Safety Officer, and ten patrol officers. In 2004, officers responded to 15,749 calls for service, made 229 adult arrests, 103 juvenile arrests, and issued 2,045 traffic citations.

On April 24th, the annual Open House was held at the Safety Center. A large number of visitors stopped to see the many public safety exhibits

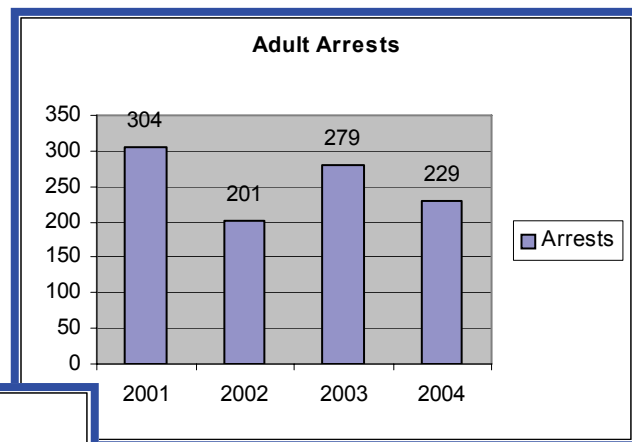
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Mayor's/Juvenile Court

The Montgomery Mayor's Court, which is held three times each month, hears most of the City's misdemeanor and traffic cases, including first offenses of driving under the influence of alcohol and driving under suspension. In 2004, the Court disposed of approximately 2,168 cases, resulting in \$208,546.00 in fines, court costs and computer fund charges. After assessing the required state fees, the City's portion of the fund was \$161,161.00.

The Montgomery Juvenile Court, with Referee Terry Donnellon presiding, heard 67 criminal cases. The disposition of these cases often resulted in community service being performed by the offender. Serious criminal cases, second offenders, and all juvenile traffic cases are sent directly to the Hamilton County Juvenile Court system and are heard by a Juvenile Court Judge.



that included the University Hospital Air Care helicopter and the Hamilton County Police Association SWAT Mobile Command Center. Many area businesses assist in sponsoring the event, which is free of charge. The event provides community members the opportunity to interact with their public safety personnel and to view facilities and equipment.

The Police Department continued its public education efforts by conducting the annual Safety Village program for five and six year old children. The program teaches children about school bus safety, animal safety, stranger safety and other safety-related topics. The program is offered over a two week period in the month of June, and the children attend a morning or afternoon session for a period of one week. Other public education programs included crime prevention training, bike safety classes, Internet safety, and addressing neighborhood associations and other groups on a variety of other issues. Additionally, the Police Department upgraded its home and business security surveys in 2004 to include a detailed report, with digital photos, that includes written recommendations for the homeowner or business owner/manager.

In the area of Homeland Security, the Police Department assigned an officer as a liaison to the Terrorism Early Warning Group (TEWG). The Terrorism Early Warning Group is a regional cooperative effort among public safety and health agencies throughout the Greater Cincinnati area to address potential terrorist activity. Increased

Development & Planning

Building and development activity in the City of Montgomery remained steady in 2004. While the amount of construction for commercial and institutional projects dropped, residential activity continued at a similar rate to 2003. Twenty-one new single family homes were started, nearly all of these on lots where the previous house was torn down. Construction costs totaled \$7,979,000, an increase of 29% from 2003 when 18 new homes were started. Part of the increase in dollars invested can be attributed to the large increase in material prices that occurred in the past year.

Residential remodeling activity dropped in 2004, as 44 homeowners undertook an expansion or upgrade of their houses. The mean average value of the projects was \$51,000. In 2003, 54 permits were issued, however, the total value of remodeling for the year remained about the same (\$2,258,000) in the two years.

There was also a reduction in the amount of commercial construction activity in 2004. No new commercial buildings were started, however, the new Audi car dealership, started in 2003, was completed and opened. Additionally 15 other commercial remodeling jobs were started, resulting in an additional \$1,381,000 investment in the community.

The largest construction project in the City during 2004 continued to be the Twin Lakes Retirement Community. By the end of the year, all 107 patio dwellings at the Hope-

Information Technology

The past year has brought many changes and innovations to the City of Montgomery's information technology landscape.

The Information Technology Department worked with a team of employees from departments throughout the City to develop a computer training program. This program, called Montgomery Tech, is a training program that teaches various computer applications to City employees by City staff. Montgomery Tech has provided over 24 hours of training covering five different courses at various skill levels, saving the City over \$3,000 in training costs.

The City's aging telephone system was replaced with a modern system with leading edge features. The new telephone system will reduce annual support costs by 50% and telephone services by 25%. This will save the City over \$12,500 per year.

well and Perin Road sites were completed, and substantial progress was made on the facilities on the main campus. It is anticipated that by the summer of 2005, the project will be complete and fully occupied.

In December, 2003, the City received six proposals from developers interested in buying the ¾ acre parcel at Montgomery Road, Cooper, and Main Street which the City purchased in 2002. After a thorough review of the proposals, the City selected a preferred developer for the site and began working with architects and engineers on plans for its redevelopment. The first submittal of plans arrived at the City for review in December of 2004. When completed, it is expected that the 'Triangle' project will add 35,000 sq ft of new office and commercial space, with underground parking, in the heart of downtown.

In addition to working with builders and developers on the permitting process, the Planning Department worked with the Planning Commission on a number of revisions to City planning and zoning regulations. By the end of the year, Planning Commission had forwarded to Council a proposed new floodplain ordinance, Planned Unit Development guidelines, regulations for Interim Development Controls, a new lighting ordinance, and updates and modifications to the zoning code and Heritage District design guidelines.

During 2004, the Development Department continued to enforce the provisions of the sign ordinance and property maintenance code. Seventy-nine property maintenance violations were issued in the past year, and an additional 78 zoning infractions. As a result of stepped up enforcement, 296 signs illegally posted in the public right of way were removed. Many of these came during the Fall elections.

Montgomery has instituted a telephone notification system that can be used to rapidly alert residents and local businesses of emergency situations or important changes in service. The system allows the City Emergency Services to target certain areas of the City or the entire City and can be used to alert for missing children, hazardous spills, criminal activity, unscheduled road closures and many other emergency situations.

The Information Technology Department has instituted a web-based help desk system to track internal computer and network help requests. The system also tracks the computer inventory and helps gather information from customer satisfaction surveys that are sent out when a request for service is closed. The system is licensed for use at no cost to the City. This has saved hundreds of dollars, compared to purchasing a computer work request system.

Volunteers/Commissions

Members of the nine boards and commissions continue to be the backbone of Montgomery's Volunteer Program. Sharing their valuable time and diversified talents to serve in a leadership capacity, these volunteer groups include the Arts Commission, Beautification and Tree Commission, Board of Tax Review, Board of Zoning Appeals, Civil Service Commission, Landmarks Commission, Parks and Recreation Commission, Planning Commission and the Sister Cities Commission. In addition, members of the Environmental Advisory Group, formed two years ago, completed a successful term of service and will continue their project work for another two years.

These committed volunteers, serving in a leadership capacity, were also responsible for many of our City's special events and programs this past year. Their organization skills resulted in the following successful happenings: Fine Arts Sampler Ansel Adams Exhibit, the International Reception, Spring and Fall Plant Swaps, Photo Competition, Tree Workshop, Children's Marigold Project, Bastille Day Celebration, Beautification Awards and the Arbor Day project.

More than 600 episodic volunteers enhanced our community in a myriad of projects. Homemakers, retirees and senior citizens provided valuable staff support by labeling mail, filing, staffing the front desk, photographing events and programs, removing litter from our City's gateways, organizing the July 4th Parade assembly and enhancing the Pioneer Park Butterfly Gardens. Numerous adult volunteers also contributed an enormous amount of their personal time for special projects that included the annual basket and container planting endeavor and the downtown holiday decorating project. Volunteers also played a key role in the organization and success of Sensory Sundays and the July 4th Festival.

The younger generation also participated in Montgomery's Volunteer Program. Once again, over 200 children from local elementary schools participated in Beautification Week Park Planting, while junior high youths managed game and craft booths at many of Montgomery's festivals and Recreation Department events throughout the year. Local teens were also a valuable asset serving in the capacity of teacher assistants for the Police Department's Safety Village Program and the Recreation Department's Summer Camp.

Montgomery's participation in the internationally acclaimed *Cincinnati Flower Show* provided a new opportunity in 2004

to enlist volunteer participation. Two residents graciously shared their artistic and sewing talents to assist City staff with the conservatory display while thirty-five additional volunteers staffed the exhibit during the five-day event to greet the public and share information about our City. This collaborative effort of City staff, local businesses and volunteers resulted in a Silver Award for Montgomery's exhibit, "*A Palette of Living Colour*."

More than any other City event or project, the Bastille Day Celebration, sponsored by the Sister Cities Commission, continues to be the epitome of Montgomery's volunteer spirit. Members from eight of our City's boards and commissions participated in this unique, annual event that celebrates our City's friendship with our Sister City, Neuilly-Plaisance, France. Four volunteer members on the Bastille Day planning committee served in vital, leadership roles as Event/Publicity Chair, Restaurant Recruitment Chair, Wine Booth

Chair and Sister Cities Commission Representative. Each volunteer member made an incredible commitment of time and energy to help make this year's celebration extra special. In addition to this core group of volunteers, 40 teen volunteers were on hand to manage the children's game booths and 57 adult volunteers worked in

the ticket, beer and wine booths. Representatives from four civic organizations and a local church group also participated in the day long street party.

An extra special feature of the 2004 event was the D-Day Veterans Tribute in honor of the 60th anniversary. Thirteen local veterans were recognized for their personal contributions that resulted in the French liberation. Each honoree received a *Thank You America* "Diplome" from France accompanied by a special kiss from Anne Cappel, the Honorary Consul of France, and a former commission member. The *Welcome Address* provided by our Mayor, Gary Blomberg, the D.A.V. Chapter 15 Honor Guard 21-gun salute and the *Closing Remarks* by Colonel Dean Smittle all added meaningful and emotional elements to this memorable tribute.

Approximately 600 episodic, community volunteers contributed approximately 3,250 hours of service to the City in 2004. This total is exclusive of the extensive time shared by citizens serving on the nine boards and commissions and the Environmental Advisory Group. Using a value of \$17.55 per hour*, Montgomery's volunteers provided an estimated \$57,000 in services to enhance the quality of life in our City.

Although a monetary value can be assigned to the contributions of our City's volunteers as they stretch the taxpayer's dollar, enhancing our community with their diverse talents is invaluable and their profound sense of community ownership and pride is priceless.

**the monetary value of volunteer time based on the Independent Sector, a recognized authority in philanthropy.*



Parks & Recreation

The Montgomery Recreation Department offered a variety of programs throughout 2004 for all ages. More than 26,300 people participated in these programs and special events as participants, volunteers or spectators. Examples of such activities include adventure trips, sports lessons, cooking classes, fitness classes, school's out trips, specialty camps, cultural arts and many others.

The adults had a few new choices in the area of fitness and instructional classes. The fitness classes included the ongoing pilates, muscle sculpting, hatha yoga, karate, and strength ball with a new water aerobics class that was added during the summer months. Scuba lessons offered an instructional certification opportunity at the pool for both adults and youth and two winter cooking classes broke up the cabin fever of the colder months. Over 375 people have participated in these special interest programs.

Summer Recreation Camp offered a summer reprieve for area youngsters ages 6-12 with group games, crafts, special projects, swimming and day trips with weekly cultural elements to compliment the "It's a Small World" camp theme. The teen camps-Splash Camp and Adventure Camp took off with the adventurous in spirit in tow. Splash camp included intro to scuba diving instruction with adventures to area water activities such as canoeing and the new Boomerang Bay and other water theme parks including Splash Moraine and The Beach. Adventure camp challenged a few thrill seekers on the paintball fields. The summer camp lineup kept 265 kids active and created great friendships and memories.

A special series for our youngest participants, tots ages 3-6, was added to the lineup this year. The program started with a mini-acting program, *ImaginAntics*, where 9 little "bugs" created costumes, snacks, and scenery for their final performance of *Miss Spider's Tea Party*. *ImaginAntics* was followed by an outdoor interactive program about ants, birds, frogs and worms at Pioneer Park called *Wild Thorns and Berries* and the final program was *Explora* with Dora pioneering the parks with education on Native Americans, Johnny Appleseed and a final day of hibernation in our sleeping bag caves. 26 kids participated in this series of creative and hands-on specialty programs. The Secret Garden beautification day kids program had 12 little ones making their own potted gardens with pinwheel accents and an in-school Tadpole program with the 3rd and 4th grade science classes at Montgomery Elementary had them raise and release 47 bullfrogs into the Pioneer Park ponds.

Alongside the yearly recreation programming, the department's responsibilities include involvement in Montgomery's special events such as the 3rd of July patriotic symphonic concert that played to a crowd that continues to grow from year to year. The Fourth of July celebration parade and festival were moved to July 5th to extend this National holiday weekend and all floats and participants were decked out in red, white and blue with hometown fun and festiveness for hundreds of local groups, families and even costumed pets! Sensory Sunday's three jazz\cuisine\art events that dazzled the senses of 285 patrons at Terwilliger's Lodge and Harvest Moon was equally as fantastic, with warm weather drawing out over 1800 guests for hayrides, pumpkin painting and seasonal crafts enhanced by the warm aroma of Chili from the fire department's cooking contest. Bastille Day is a summertime favorite with kids games, Cancan Dancers, puppet shows, magicians and plenty of food to keep the 12,000 in attendance on the street through

to the music performances in the evening. A second Blue Ash/Montgomery Symphony Orchestra concert, "Haunted Melodies", was a spooky hit for the 120 that dared to listen to the eerie selections from space such as the themes to ET and Star Wars. Montgomery's special events entertain thousands of guests and showcase the talent, style and uniqueness of this City to residents and visitors alike.

Holiday in the Village showcased the artistic talent of over 100 area grade-schoolers in the coloring contest and when the switch flipped to light the tree and the streets, a 150 people's "ohhs and awhs" could be heard along with the caroling voices and the holiday brass ensemble as a great start to the holiday season. The trolley coordination between Ohio National's Victorian Village and the Holiday Tree lighting enhanced both events and Bethesda Hospital's Light up a Life holiday events increased the giving spirit of the season. A growing family favorite, Pancake Breakfast with Santa, had the recreation department coordinating the chef skills of the fire department to feed 100 flapjack enthusiasts and the kids' photos with Santa will keep these holiday memories fresh throughout the year.

Other programming venues for 2004 included Silver Screens on the Green showing *Lord of the Rings* in Montgomery Park and the July Eat to the Beat noon-time concert series in Swaim Park. Both added a lyrical vein to the programming with special costumed guests and entertainers working the crowds as we waited for dusk and the movies. The summer-long bike handling skills camp through Queen City Wheels brought several kids up to speed in skill development and conditioning and added something to our Bastille Day Trike races. Tennis and golf continued to draw participants to try a new discipline or to add variety in recreational sports. The spring Kids Garage Sale offered the younger kids an opportunity to sell some of their toys, clothes and collectibles and the Montgomery Cyclery Bike Maintenance Clinic moved to join the Safety Center Open house and all were a great success. Three School's Out Day trips and a Spring Break Camp also served the community with active and entertaining trips for the 200 kids that took the opportunity to join us on field trips to the aquarium, museums, laser tag, pizzerias and other area fun-spots. Recreation revenue totaled \$45,698.

The Montgomery Municipal pool continued to enhance the value of membership by the additional use of the gazebo shelter for group events and parties and the basketball courts, tether balls and the new after hours rental options offer an alternative activity at the pool. The swim team, the Montgomery Makos, transitioned into a team of 120 swimmers in their third season as part of the Tri-County League, and in doing so, hosted five local meets. Cincinnati Pool Management served as the contracted management at the pool which hosted 4200 patrons as daily guests and served the 2,000 plus members (543 memberships). Swim lessons had 341 people in the water learning basic swimming skills. Several special events at the pool brought new guests and regular members out for evening fun at the showing of *Cheaper by the Dozen* and *Ferngully* as Dive-In Movie events. The July 4th Splash-tacular was a cool reprieve and the Beach Party lined up the young ones to participate in fun water games, limbo contests and hula-hoop fun. Pool revenue totaled \$178,558.

The City lodges hosted several local non-profit group activities and meetings as well as City events and functions. Also, the majority of weekend dates were rented for private weddings, receptions, retirements and other celebrations with revenue totaling \$43,590. The lodge rental policies and pricing was reviewed and updated to make available rentals online and the process opened the door to more potential users and revenue sources.