



C I T Y • O F
MONTGOMERY



2009 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 Hopewell.

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 35 years as development continued its northward advance along the interstate systems of southwest 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 services, undertaken by 65 full-time and 40 part-time employees. Services provided by the City of Montgomery include: police and fire protection, development plan review and building inspections, recreational programming, maintenance of seven parks, street maintenance and snow/ice control of 92 lane-miles of roadway, as well as a host of other City programs.

Montgomery is located in the Sycamore Community Schools District, which has drawn national recognition for academic excellence. The district operates four elementary schools, an intermediate school, a junior high school and a high school.

Montgomery is home to a variety of commercial enterprises including: Bethesda North Hospital, Ohio National Financial Services, Montgomery Chevrolet, and Camargo Cadillac. In addition, the historic downtown is a thriving retail and dining

area, including the famous Montgomery Inn Restaurant. The addition of the Triangle/Gateway Center development in 2007 brought several new businesses to the downtown area, including the very popular Stone Creek Dining Company.

The City of Montgomery is also home to several churches of various denominations and other types of religious institutions.

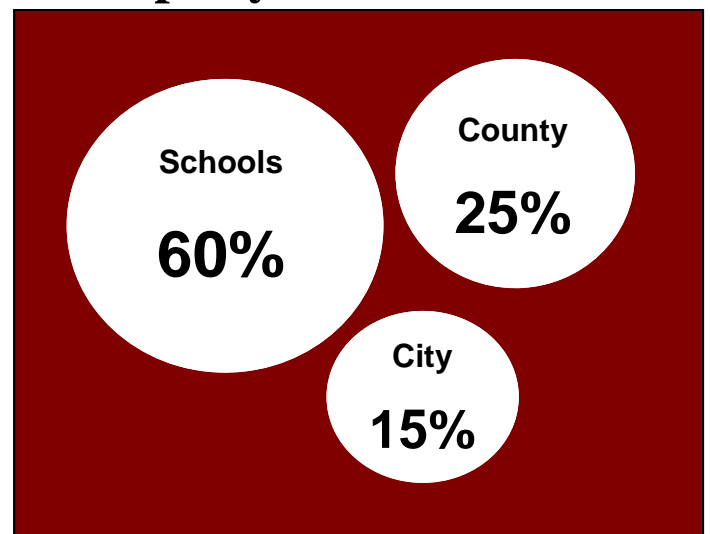


Council members, board and commission members, representatives of civic organizations, community leaders, interested residents and City staff all come together at the Community Leadership Forum to exchange ideas and strive for a shared vision for our community.

2009 Top 10 Employers

1. Bethesda North Hospital
2. Sycamore Community Schools District
3. Ohio National Financial Services
4. TriHealth, Inc.
5. Montgomery Inn
6. Twin Lakes
7. Meadowbrook Care Center
8. Kroger
9. Montgomery Care Center
10. Columbia Oldsmobile Hyundai, Inc..

Property Tax Breakdown



Administration

Cheryl A. Hilvert, City Manager

Wayne Davis, Assistant City Manager

Despite the continued economic challenges experienced both nationally and locally, 2009 proved to be another successful year for the City of Montgomery. For many years the City has been committed to sound financial planning, including multi-year budgeting, capital improvement planning, and the use of targeted fund balances for several of its major funds. As a result, the City was able to successfully weather the recessionary conditions prevalent in 2009 and is in a position to continue delivering high quality services to our citizens, businesses and community visitors in 2010.

For the past several years, citizen engagement and outreach has been a primary focus of our organization. One of the City's most significant citizen engagement activities is the Montgomery Citizens' Leadership Academy. The second annual Montgomery Citizens' Leadership Academy was conducted in 2009 and as a result of this 10-session educational/leadership program, there are 27 more actively engaged citizens in our community today.

Other citizen engagement and outreach activities during 2009 included establishing a collaboration with a group of local business owners known as The District Business Association. This group's efforts promote the businesses and the community through activities and a web site on which the City is featured. The City's page can be viewed on the Prosper Montgomery web site by accessing TheDistrictOnline.com.

In addition, the City helped to establish a civic collaborative of community organizations, neighborhood associations, PTOs/PTAs, and service clubs. This collaborative is designed to increase communications, volunteerism, participation and general work among these vital organizations in the community. At year end, the City was working with a beta group from the civic collaborative to create a community web site to educate the public on the group's activities and provide a communications link among associations.

The City continued to explore non-traditional communication vehicles to promote our community and to educate the public on programs and services the City offers. A promotional music video, featuring an original song titled "Livin' the Life of Montgomery", was produced to portray and promote the quality of life and uniqueness of the community for those individuals and businesses considering relocating in our City. This video can be viewed on the City's new YouTube channel (www.youtube.com/CityofMontgomeryOhio). The YouTube channel was also created in 2009 as another tool to educate the community about City projects and services and to promote events.

The City was also featured on "Great Lifestyles", a local television program, in a segment called, "Neighborhoods: Get Out and Go". The nine-minute piece showcased our history, businesses, unique homes, charming parks, big businesses and overall essence of "community". The City retains the ownership rights to this video as an excellent communication tool. This

video can also be viewed on the City's YouTube Channel.

Actively preserving and enhancing the Heritage District and developing and promoting the downtown area in general is an on-going objective of the City. In 2009 the City acquired the former Business Club property in the downtown area, thereby ensuring the City will have an active role in determining the future for the site. Other significant activity in the downtown area in 2009 included major construction improvements to the Neully Plaisance Plaza, removal and replacement of street trees, and refurbishing of the City's signature streetlights.

In addition to these traditional types of public improvements, in 2009 the City installed public Wi-Fi access points at Swaim Park, Dulle Park, Montgomery Park, Terwilliger Lodge, Swaim Lodge, City Hall, the Safety Center and the Community Pool.

In 2009, the H1N1 virus was a serious public health concern. The City of Montgomery, in conjunction with the Hamilton County Health Department, organized and staffed two POD's (Point of Dispensing) – one for Sycamore High School students and one for the community at large. In total, over 4,000 individuals were vaccinated. In addition, assistance was provided to Ohio National Financial Services to vaccinate approximately 300 of their employees.

In 2009, the City had many opportunities to "spread the word" regarding our High Performance Organization (HPO) philosophy and work culture. City staff made presentations in Asheville, North Carolina and Chicago, Illinois to other local government professionals interested in higher performance approaches to culture in the workplace. Staff also gave this presentation in an audio conference format to an international audience. In addition, staff hosted representatives from the City of Fishers, Indiana who visited to learn about the implementation of the HPO philosophy. City staff also had an opportunity to participate in a webinar for the Alliance for Innovation which featured our implementation and usage of the Open City Hall Forum, which is a blogging tool designed to expand citizen access to City Hall. We received positive feedback regarding all of these presentations. In addition, these presentations offered valuable opportunities to our staff, who gained experience in public speaking, networking, and seeing how other communities can benefit from our experiences.

During 2009, the City of Montgomery was formally recognized for a number of achievements. Highlights include the following:

The City received the Certificate of Achievement for Excellence in Financial Reporting for our 2008 Comprehensive Annual Financial Report (CAFR). The Certificate of Achievement is the highest form of recognition in governmental accounting and financial reporting, and its attainment represents a significant accomplishment by our entire City. This is the fourteenth consecutive year the City has received this award.

2009 Highlights Continued

The City also received a Tree City USA and Growth Award for 2009. This represents the fourteenth year in a row that the City has received the Tree City USA Award and eleven years that it has received the Growth Award. The City was also designated a Sterling Community by Tree City USA.

In September, the State Auditor's Office presented the City of Montgomery with the "Making Your Tax Dollars Count" award for the fiscal year 2008 audit. Fewer than five percent of all Ohio government agencies were eligible for this award.

Sharon Savitt, the City's Finance Specialist, was awarded a 2009 Innovation Award from Creative Microsystems, Inc (the City's financial software vendor) for her work in the development of emailing employee payroll direct deposit stubs.

The City's management staff devoted a significant amount of time and energy to the on-going implementation of the City's Strategic Plan. Currently the City is in the fifth year of a five-year plan. In addition to its general oversight function, the city manager's office also provided human resource services for the entire city organization, including recruitment/hiring processes for all departments, various trainings, wage adjustments, and employee evaluations and goal setting. The Administration worked with the International Association of Firefighters (IAFF) labor union in the Fire Department using an interest-based bargaining approach to amicably reach a second labor agreement between that union and the City.

Finally, 2009 was also significant for the City of Montgomery as it was a year of special anniversaries. In April, City staff and community leaders organized a commemorative ceremony to mark the tenth anniversary of the April 9, 1999 tornado which physically tore the community apart, but emotionally pulled the community together.

Another special recognition took place in August with a ceremony to honor the 20th anniversary of Montgomery's "twinning" with its Sister City, Neuilly Plaisance, France.



City Council

City Council

Mayor Gerri Harbison

Vice-Mayor Ken Suer

Chris Dobrozsi

Vicki Hirsch

Barry Joffe

Lynda Roesch

Todd Steinbrink

Susan Hamm, Clerk of Council

Terrence M. Donnellon, Law Director

The City of Montgomery operates under a Council-Manager form of government with seven elected City Council members working with a City Manager 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, City Council members select the Mayor who serves as mayor for a two-year term.

Montgomery's new City Council was administered the oath of office at the start of the December 2nd business session. City Council supported the reappointments of Gerri Harbison as Mayor and Ken Suer as Vice-Mayor. Mayor Harbison has served on City Council since 1999 and Vice-Mayor Suer, who was re-elected to City Council in November, has served on City Council since 2000.

A new member, Chris Dobrozsi, was elected in November to a seat vacated by retiring City Councilmember Mark Combs. Barry Joffe, re-elected in November, began his second term on City Council. Lynda Roesch, also re-elected in November, began her third term on City Council.

Also serving on City Council are Vicki Hirsch and Todd Steinbrink. Both were elected to four-year terms in 2007.

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, their work is largely centered in determination of policy. During 2009, City Council conducted 52 public meetings, including regular meetings, special sessions and 20 committee meetings.

In an effort to improve communications between City Council and the Boards, Commissions and civic organizations, several initiatives were undertaken including:

Each Board/Commission Chair was invited to attend a discussion meeting to update City Council members on the activities and work of their respective Board/Commissions for the previous year.

City Council and the Administration conducted 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 among the Boards and Commissions, City Council and staff.

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

As part of the City's responsibilities for establishing policies and enacting legislation, City Council oversaw operations and administration of a cash budget of \$30,861,551 and adopted 66 ordinances and resolutions, the highlights of which appear below:

2009 Council Actions

Amended portions of the Zoning Code to provide parking and landscape/screening regulations
Created regulations prohibiting farm animals within the City
Established terms of office for the Board of Tax Review
Established a Compensated Absences Fund
Amended the Zoning Code to create regulations on farm animals/livestock
Created regulations prohibiting exotic animals within the City
Adopted an Identity Theft (Red Flag) Policy
Adopted a tax budget for 2010
Adopted a five-year capital improvement program for the City of Montgomery
Endorsed a joint Cincinnati-Hamilton County bicycle friendly communities project and pledged member community support toward the Project
Supported the Drug Abuse Resistance Education (D.A.R.E.) program and authorized the filing and execution of a grant request to the Ohio Attorney General's Office for the continuing efforts of the D.A.R.E. program
Authorized the City Manager to enter into contracts with CDS Associates, Inc. for professional services

related to general engineering and architectural services; Ray Kingsbury for professional services related to communications, public relations, and citizen outreach; Donnellon, Donnellon and Miller for legal services; Frost Brown Todd, LLC to provide special counsel services; Audio Visual Impact, Inc. for professional services related to the Montgomery Bulletin; Quality Publishing Company, Inc. for professional services related to the publishing of the Montgomery Bulletin; Capital Recovery Systems, Inc. to provide assistance in recovering delinquent debt due through the Mayor's Court

Authorized the City Manager to enter into labor agreements with the American Federation of State, County and Municipal Employees, Ohio Council 8, AFL-CIO for wages and benefits from September 1, 2008 through August 31, 2011; the Montgomery Firefighters IAFF Local 4391 for wages and benefits from April 1, 2009 through March 31, 2012

Authorized the City Manager to enter into an Urban Paving Project Agreement with the Ohio Department of Transportation to plane and resurface US 22 in Montgomery; a local-let project agreement (ARRA funded project); with the Ohio Department of Transportation to microsurface Cornell Road; a Federal local let project agreement with the Ohio Department of Transportation for the project known as the HAM-US22-13.22 (Montgomery Signals) Project, PID No. 86894; and provide consent to the Director of Transportation to resurface U.S. Route 22 (Montgomery Road) between Main Street and Schoolhouse Lane through the urban paving program

Authorized the City Manager to enter into a contract with Horton Emergency Vehicles Company for the purchase of a 2009 Horton 553 Type III Ambulance; with Statewide Ford for the purchase of four police cruisers; with Motorola, Inc. for the purchase of a police base station, accessories, ten portable radios and two charging units; with 32 Ford for the purchase of a 2010 Ford Expedition; and with Dueco, Inc. for the purchase of a 43' bucket truck

Authorized contracts with R.A. Miller Construction Co., Inc. for the Montgomery Road streetscape replacement project; Schumacher Dugan Construction, LLC for the 2009 street resurfacing program; Langenheim and Thomson Co. for the 2009 Montgomery Road streetscape replacement project - phase II; R.E. Middleton Construction LLC, for the East Kemper Road sidewalk project; Langenheim and Thomson Co., Inc. for the Neuilly-Plaisance Plaza improvement project; Graybach, LLC for the Yost Tavern renovations; and American Pavements Inc. for the 2009 microsurfacing project HAM-CR 256-3.20 (Cornell Road) PID 86236.

Community Development Department

Frank Davis, Community Development Director

The economic troubles of the country contributed to a significant drop in the level of building and development activity in the City during the past year. All of the major property development initiatives were stalled due to lack of financing and lack of demand. These included the redevelopment of the two car dealerships on Montgomery Road at Cross County Highway, the redevelopment of the old Perkins Restaurant site, and creation of the 'urban village' in the front of the Vintage Club. From a residential standpoint, Twin Lakes continued to delay the start of its garden homes project that the City approved in 2008 due to economic conditions in the Greater Cincinnati area. The Planning Commission did approve a new residential subdivision on Kemper Road when the New Church of Montgomery decided to split its 5.5 acre site into seven parcels, creating six new single family building lots. More good news occurred last winter when the Montgomery Row condominium development at the corner of Main and Remington was sold to a new owner, who successfully completed work on the four partially-finished units and put them on the market, eliminating a downtown eyesore.



Montgomery Row Condominiums, on the corner of Main Street and Remington Road

While the economy forced the closure or relocation of several Montgomery businesses, a surprising number of new businesses also opened their doors in 2009. In the historic district four new businesses opened. While 2009 marked the closing of Ray Williams Heating and Air Conditioning, Montgomery's oldest operating business, the building was sold to a design firm that had been renting downtown. The Landmarks Commission and Planning Commission approved substantial remodeling of the building, which was well under way at the end of the year. There was also the successful transfer of operations from Peoples Community Bank to First Financial, avoiding a vacant space at the gateway to the Heritage District.

Elsewhere along the commercial corridor, 2009 saw the coming and going of several businesses. Sacksteder's Interiors moved out of its building, which was sold to Goodwill Industries. Closson's closed its Montgomery store and recently put that property on the market. Honda announced it would be closing its operations and relocating north by the end of the year. On the positive side, Rudino's Pizza, Noce's Pizza and Kanak India restaurants opened and the former Casual Wok changed its name to Jan's Chinese and expanded their space.

One of the highlights of the year from a development standpoint was the opening of the Mary Jo Cropper Family Center for Breast Care at Bethesda North Hospital. The 42,000 square foot building fronting Montgomery Road at the main hospital entrance used to be the home of Cincinnati Eye Institute. The renovation of this facility for hospital use was a significant investment by TriHealth and will be an important service to the community for years to come.

For the year, the building department issued nine building permits for new houses. This compared to 30 in 2008. Twenty-five building permits totaling more than \$2 million in improvements were issued for residential additions, and 17 permits were issued for commercial remodeling, adding \$826,000 in value. Coupled with the hospital adaptation of the Cincinnati Eye Institute building, the City saw over \$12.8 million invested in property development during the year. Permits for pools, accessory buildings, and signs totaled 185, an increase of 34 over 2008.

The lack of development activity allowed staff to focus on updating the zoning code and initiating several planning studies. New ordinances relating to the keeping of livestock and exotic pets were adopted, and a study and draft regulations for design guidelines for the Montgomery Road corridor north of Pfeiffer Road were prepared and submitted to Planning Commission. By year end, the Commission had completed its review and made a positive recommendation to City Council. Staff also undertook a study of the Ferris Williams neighborhood to determine whether zoning modifications were warranted. More than one-half of the properties in the neighborhood do not meet lot and/or setback requirements of the current zoning designation.

A final highlight of the department in 2009 was the implementation of a new building permitting system and integration of the Cincinnati Area Geographic Information System (CAGIS) system into our operations. Working with the staff of CAGIS, a new customized software system was designed and put in place in September. Access to the county-wide CAGIS system will be useful to not only the development department, but also police, fire and public works.

Fire Department

Paul Wright, Fire Chief

For the year 2009, the department handled 483 fire incidents and 1,029 emergency medical service incidents for a total of 1,512 incidents. Emergency medical service incidents continue to be one of the priorities of the department and are responsible for 68% of the total incident volume. The total value loss due to fire in 2009 was \$72,000 and the department attributes this low number to our fire prevention efforts and inspections conducted by our 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 that 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 a certified fire safety inspector. The program requires all occupancies, except residential properties, to be inspected at least once per year. Total fire inspections for the year were 983. The result of these efforts is evidenced in the low number of fire incidents, which allows the department to be available for other emergencies and activities.

New equipment that was purchased as part of the Capital Improvement Program included the replacement of some firefighter protective coats and pants. The department also ordered a new fire engine in 2009 that replaces an older 1989 fire engine and made a nice improvement to the department's response capabilities. The new engine was delivered in summer from the Summit Fire Apparatus Company. Additionally, a replacement ambulance was ordered and delivered by the Horton Emergency Company. This replaced a twelve-year old ambulance.

Public Education programs were very successful for the department in 2009. Everything from tours of the safety center to CPR classes to Fire Prevention Week activities kept all busy with these worthwhile programs. A total of 66 individual programs were offered to 1,021 participants, as the department worked to prevent injuries and accidents from occurring in the community. The CPR program called "CPR for Family and 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 occurred on April 25, 2009, and was a success with many residents stopping by to see the different exhibits. Police and fire vehicles were available for viewing as well as units from the Hamilton County SWAT team and the University Air Care helicopter. Many opportunities for education occurred as people had the ability to talk with police officers and firefighters first-hand and learn from their experiences.

The Child Car Seat Safety Program is another successful program that 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 for this effort. Since the beginning of this program in 1999, the department has instructed over 1,963 individuals in the proper installation of child car seats. A total of 148 installations occurred during 2009. The department continues to offer this program, which is a great public service to Montgomery citizens.

The Address Sign Program has received a number of 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 homes quickly in emergency situations.

In October, the eleventh annual Chili Festival was held at Swaim Park. This event allows the fire department to show off their equipment and talk to residents. The weather was perfect, attendance was great and additional funds were collected in our efforts to purchase equipment for the department.

Training continued to be 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 3,240 training hours were logged by our employees this year to maintain their skills.

Emergency Medical Service billing of non-property owners transported to the hospital collected \$183,800. This is the thirteenth year of this revenue-generating program. Any person transported by our ambulance, who is not a property owner in Montgomery, is billed for services to assist in defraying the cost of the transport.

The Southwest Ohio Fire Department Benchmarking project completed its ninth year of gathering information that compares services with thirteen similar communities in the Greater Cincinnati area. These data assist in seeing how the department's services measure up to services at a local, regional and national level. A meeting was scheduled for late January of 2010 to review the information and to see where improvements to the data collection template need to be made to assure equality in assembling the data bank.

The fire department partnered with the Hamilton County Health Department and operated four separate Point Of Dispensing (POD) clinics in order to vaccinate approximately 4,000 residents with the H1N1 vaccine as it became available from the federal government. This POD effort was the first activation of this concept that was designed and planned over the last three years in response to the Department of Homeland Security's mandate to dispense medications to the entire population in the event of a pandemic flu or a weapons of mass destruction event.

The year 2009 has been a full year with many new challenges and changes. The fire department continues to develop into a first-rate public safety organization. Based on the department's plan for 2010, the future looks equally exciting and challenging.

Finance Department

Financial Activity and Position Statements

Readers of the City of Montgomery's Financial Activity Statement and Financial Position Statement should keep in mind that both statements are presented in conformance with Generally Accepted Accounting Principles or (GAAP) basis. The amounts shown employ the same method of accounting and are summarized from the audited financial statements within each respective Comprehensive Annual Financial Report.

FINANCIAL ACTIVITY STATEMENT

For the year ending December 31

(in thousands)

SOURCES OF REVENUES	2009	2008
Property Taxes	\$ 4,823	\$ 4,744
Income Taxes	6,733	7,248
Other Local Taxes	2,208	2,103
Intergovernmental Revenues	1,276	704
Charges for Services	973	1,035
Investment Earnings	197	848
All Other Revenues	274	334
TOTAL SOURCES	16,485	17,016
USES AND EXPENSES		
Security of Persons and Property	6,025	5,080
Parks and Recreation	1,399	1,267
Community Environment	453	533
Public Works	2,884	2,595
General Government	3,974	3,502
Debt Service	204	273
TOTAL USES	14,939	13,250
TOTAL SOURCES OVER USES	\$ 1,546	\$ 3,766

The Financial Activity Statement, known in accounting terms as the "Income Statement", provides a summary of the sources (revenues) and services (expenditures/expenses) of the City.

FINANCIAL POSITION STATEMENT

As of December 31

(in thousands)

FINANCIAL BENEFITS	2009	2008
Cash	\$ 14,993	\$19,291
Investments	10,983	6,510
Receivables	9,716	9,866
Property and Equipment	38,569	37,679
Other Benefits	21	4
TOTAL FINANCIAL BENEFITS	74,282	73,350
FINANCIAL DETRIMENTS		
Amounts Owed to Vendors	213	263
Amounts Owed to Employees	318	517
Accrued Interest	8	9
Long-Term Debt	5,224	5,783
Other Liabilities	3,706	3,511
TOTAL FINANCIAL DETRIMENT	9,469	10,083
TOTAL BENEFITS OVER DETRIMENT	\$ 64,813	\$63,267

The Financial Position Statement, known in accounting terms as the "Balance Sheet", reports the benefits (assets) available to provide services while detriments (liabilities) are the amounts for which the City must pay in the future.

Benefits over Detriments represents the difference between the financial assets and the liabilities of the City, providing the net worth of Montgomery.

Those desiring to review full-disclosure GAAP basis financial statements should refer to the City's audited financial statements, which are contained in the Comprehensive Annual Financial Report (CAFR) available from the City's Finance Department. The City of Montgomery publishes a CAFR in conformance with GAAP, which is inclusive of all funds. The CAFR can be obtained by contacting the Finance Department, 10101 Montgomery Road, Montgomery, Ohio 45242.

Finance Department

Jim Hanson, Finance Director

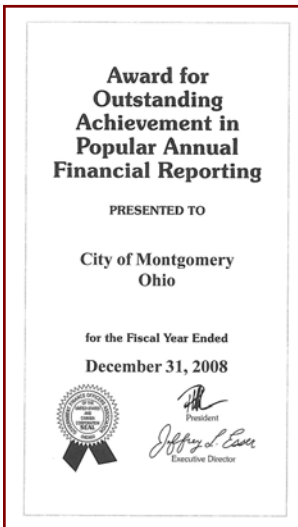
The Finance Department is responsible for preparing and maintaining the operating and capital budgets, cash management and investments, purchasing, payroll and earnings tax collections of the City. The Finance Department consists of two offices: Earnings Tax and Accounting.

In 2009, Montgomery's operating budget totaled \$19.1 million. In addition to the operating budget, the City Administration prepares a capital budget with a four-year cash forecast.

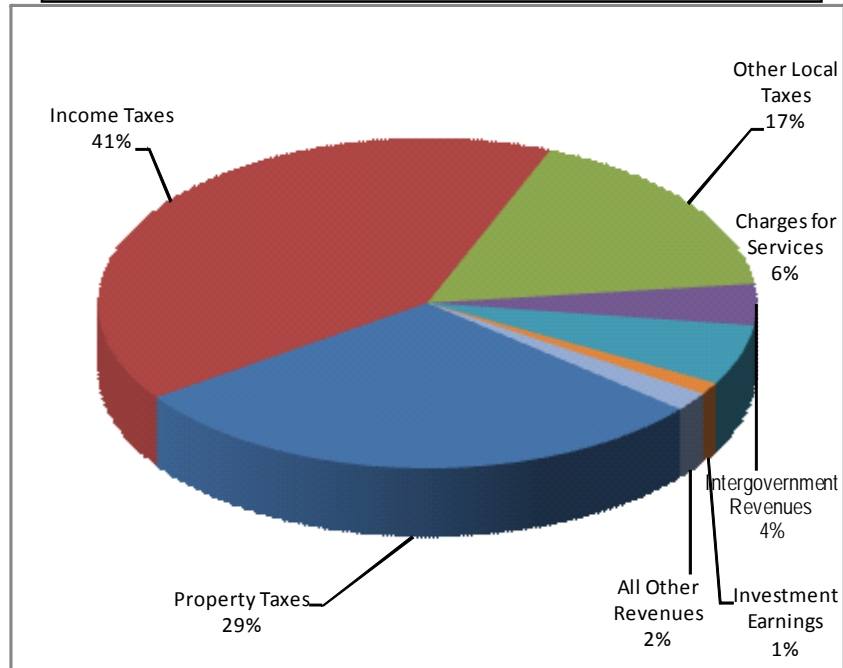
In 2009, the Finance Department continued its participation in the City's performance measurement process. This effort involves the tracking and collecting of performance measurement data, which will ultimately be used by the department and the City to benchmark our performance against finance departments in other municipalities.

The charts titled "Where the Money Comes From" and "Where the Money Goes" provide a snapshot of how resources are collected and programmed for expenditures. In 2009, the Finance Department was responsible for the collection of approximately \$6.7 million in earnings tax revenues and \$4.8 million in property tax revenues. In addition, the department is responsible for managing an investment portfolio of more than \$11 million, which generated investment income of approximately \$197,009.

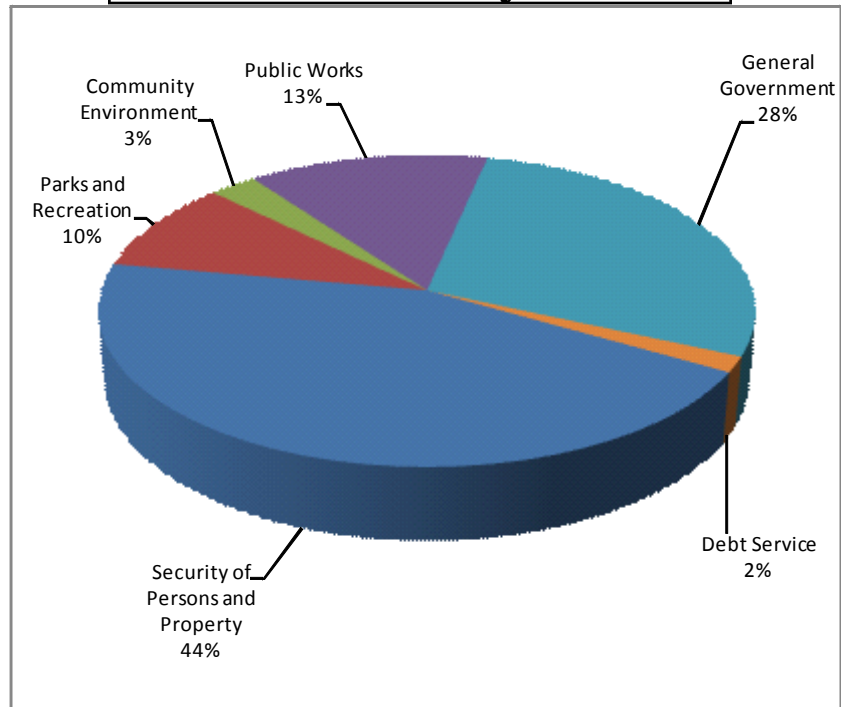
As with most municipalities, public safety, property protection and emergency services are the largest governmental functions. General Government, which includes solid waste collection and Public Works capital outlays accounts for over 51% of the remaining expenditures.



Where the Money Comes From:

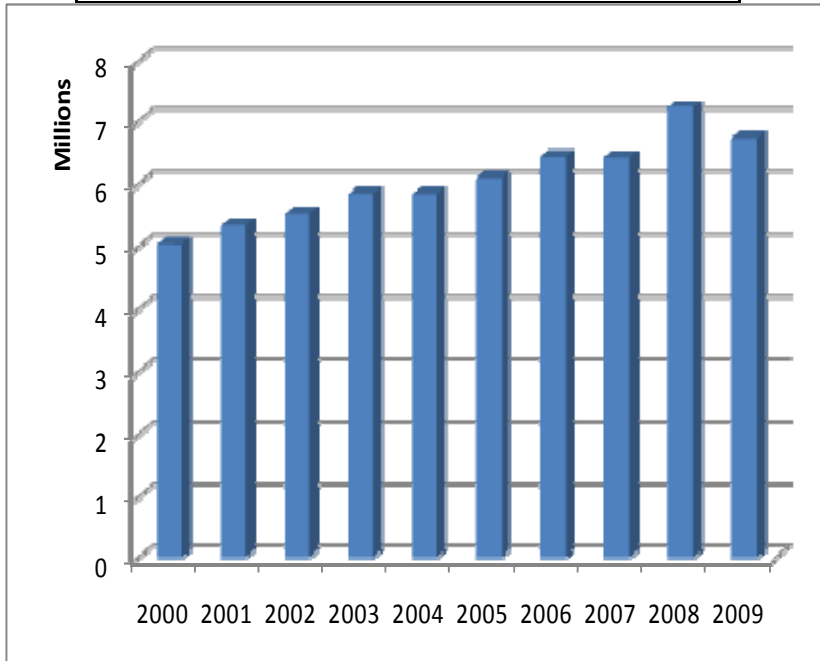


Where the Money Goes:



The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for Outstanding Achievement in Popular Annual Financial Reporting to the City of Montgomery for its summary annual report for the fiscal year ended December 31, 2008. This prestigious national award recognizes popular reports for creativity, presentation, understandability, and reader appeal and is valid for a period of one year. We believe the current summary annual report continues to meet these program standards and we are submitting it to the GFOA for evaluation.

Earnings Tax Revenues

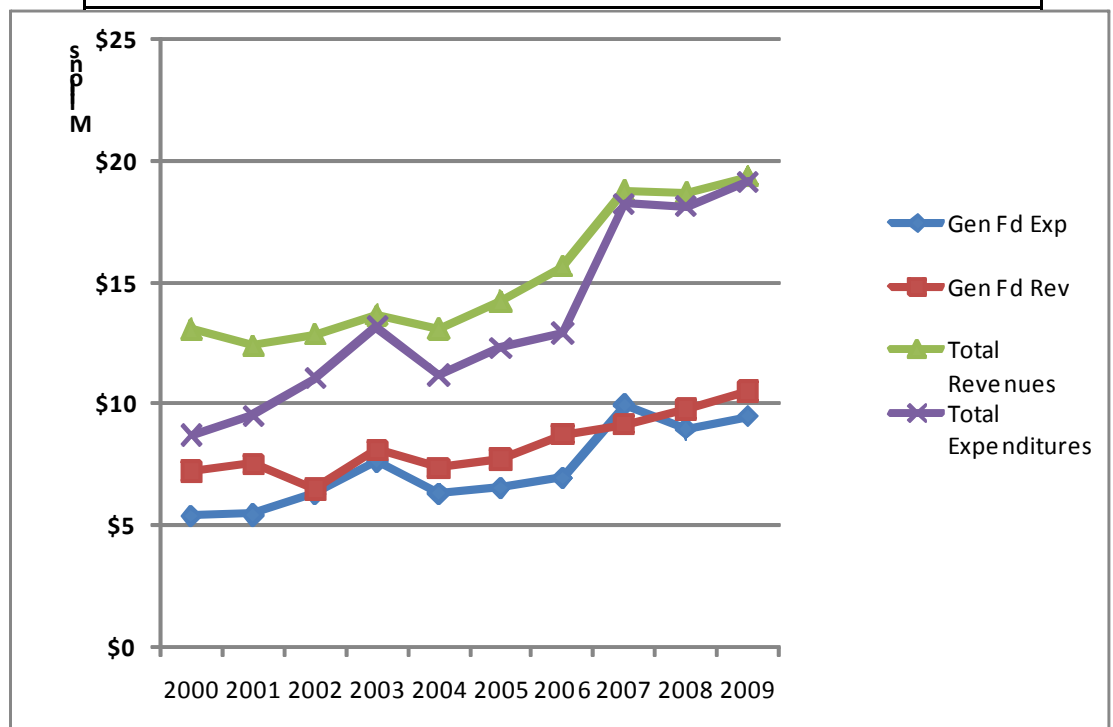


Earnings Tax

As depicted in the graph titled “Earnings Tax Revenue 2000-2009”, earnings tax collections rose dramatically in 2008 from 2007, as a result of construction activity with one of the City’s major employers. However, in 2009, earnings tax revenues decreased 10% from the amount collected in 2008. For purposes of balancing operations with capital investments and related debt service, City Council passed Ordinance Number 21, 2006, which distributes the earnings tax revenues into three funds according to the following allocation: 67% to the General Fund; 25% to the Capital Projects Fund; and 8% to the General Bond Retirement Fund.

Total Revenues and Expenditures including General Fund

The chart titled “Total Revenues and Expenditures including General Fund 2000-2009” provides an historical perspective of the City’s ability to program and budget services, capital improvements and related debt service within the resources provided through the annual budget process.



Sound Financial Policies

In order to maintain a sound fiscal environment, City Council has adopted an array of financial policies.

Investment Policy

The graph titled "Investment Income" reflects revenues that range from \$282,737 in 2004 to \$197,009 in 2009.

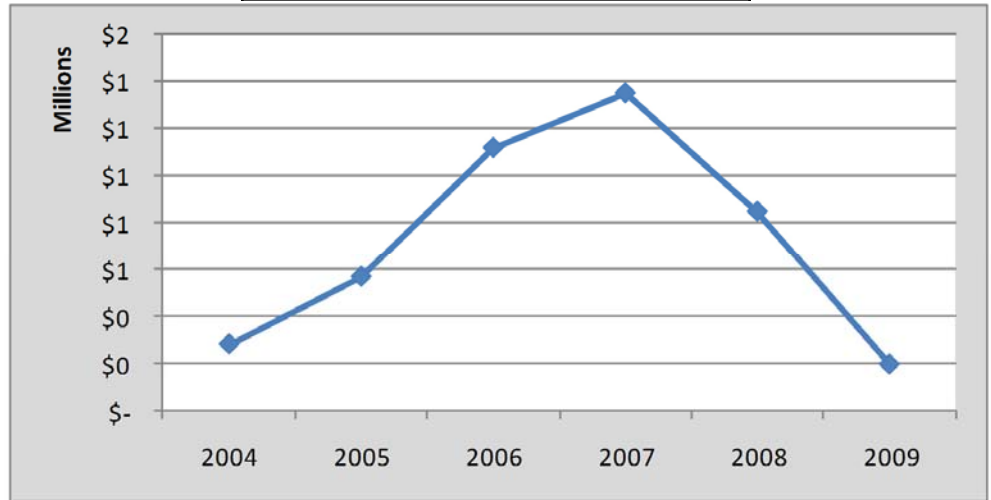
City Council adopted an investment policy that applies to cash management and investment activities of the City of Montgomery. The policy is reviewed periodically and updates are adopted by Council. The primary objectives of the City's investment activities are the preservation of capital and liquidity, maximizing investment income and conforming to state laws governing the investment of public funds.

Fund Balance Policy

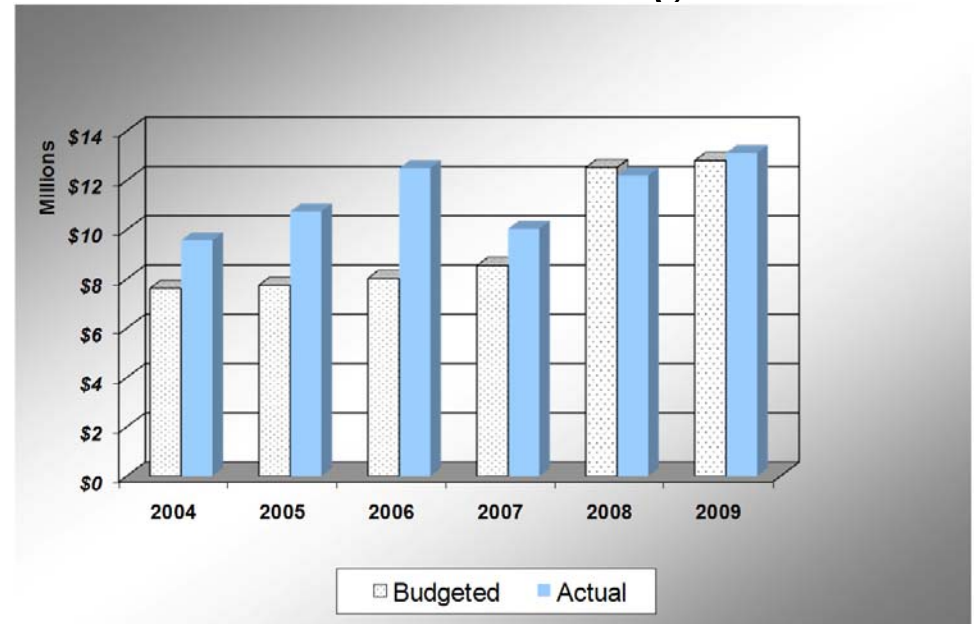
The fund balance is a key measure of the City's overall financial health. City Council adopted a policy requiring maintenance of a six to twelve month reserve of operating expenditures for the General Fund, a minimum cash balance of \$1,000,000 in the Capital Improvement Fund and one year of debt service payments in the General Bond Retirement Fund.

The graph titled "General Fund Balance - Budget and Actual" illustrates that actual year-end fund balances have exceeded budget estimates.

Investment Income

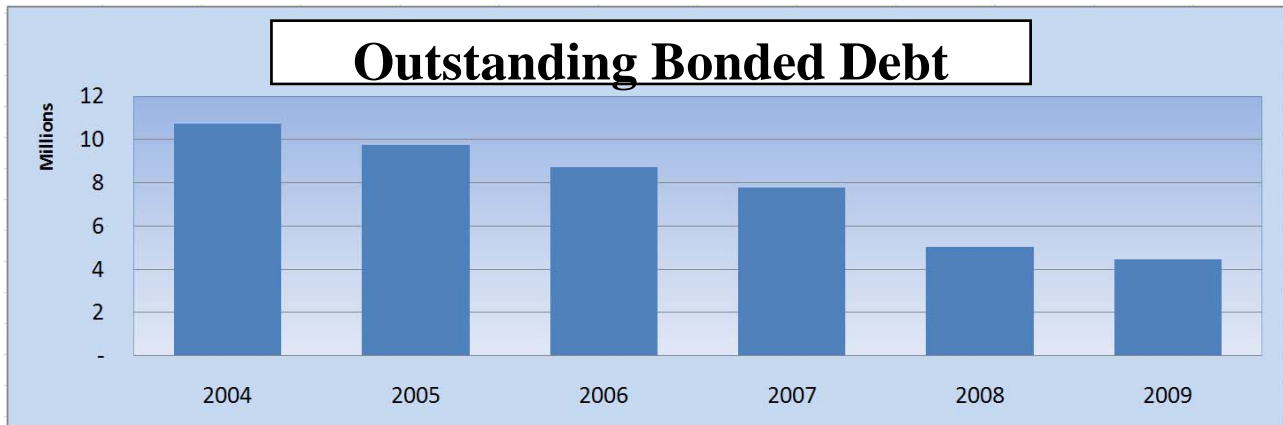


General Fund Balance - Budget and Actual



Long-Term Debt - On December 31, 2009, the City had \$4,445,546 of bonded debt; of this amount \$4,319,732 is general obligation debt and \$125,814 is special assessment debt. In 2008, the City defeased \$2,175,000 of general obligation debt associated with a tax increment financing for the public improvements made at the Ohio National Financial Services Headquarters, that was located in a Tax Increment Financing (TIF) District. The defeasance of these bonds, seven years prior to their maturity, was financed with cash reserves that had accumulated in the tax increment debt service fund. As a result, the City has reduced its outstanding debt per capita from \$1,074 in 2004 down to \$437 in 2009. The chart below depicts the total outstanding debt for the City over the last six years.

Outstanding Bonded Debt



Volunteer Services

Joyce Yock, Volunteer Coordinator

Recreation Department

A total of 44 teen and adult volunteers shared 100 hours to help make the following events a success!

Sensory Sundays
Harvest Moon
Pumpkin Walk
Holiday in the Village
Breakfast with Santa

Public Works Department

Holiday Decorating Project

Workshops, Decorating Day and Take-Down Day

In 2009, 133 adult volunteers contributed 400 hours to help produce a festively decorated Heritage District for the holidays.

Basket Planting Project

A total of 23 Adult Volunteers shared 61 hours to “dig in” and plant 260 hanging baskets to enhance the Heritage District’s streetscape.

Beautification Day Flower Planting Project

Fourteen organizations (civic, school, church, neighborhood, City Commissions, City Council and City Employees) “dug-in” to help plant thousands of flowers in the Montgomery Road medians.

Adult volunteers also assisted the Service Department with the following hands-on projects:

Pansy Planting in Streetscape Containers
Litter Removal from Ramps
Saturday Cardboard Drop-Offs
Pioneer Park Butterfly Gardens Maintenance
Park Bench Restoration Project



New to the volunteer program in 2009, Ron Keeling shared 176 hours of his time to restore the City’s park benches and to work on various park projects.

Police and Fire Department

Safety Village Program

Thirty-four teens shared their summer vacation time to work as Teacher Assistants at the 2009 program. They contributed a total of 560 hours helping to make the program a fun and safe one for the children in our community.

Fingerprint Technicians

Four adult volunteers shared 46 hours of their time to process fingerprints for community members fulfilling employment requirements.

Community Events Spearheaded by Volunteer Teams

Fine Arts Fund Sampler Weekend

One hundred thirty-six community members visited City Hall to view our priceless collection of original Ansel Adams photographs while enjoying the musical element provided by the Blue Ash Montgomery Symphony Orchestra trio.

22nd Annual Photography Competition and Exhibit

Two hundred sixty photography entries were submitted for judging by students and adults with 150 photographs exhibited for the juried show. Held at the Universalist Church, the awards reception and exhibit included professional critiques by the renowned juror, Corson Hirschfeld.

Master Photography Class

Community members had the opportunity to attend a photography workshop conducted by nationally renowned photographer, Corson Hirschfeld.

Spring and Fall Plant Swaps

Approximately 40 garden lovers “swapped” perennials at these unique events while exchanging tidbits of information about their gardening prowess.

Ceramics Exhibit and Sale and Antique Appraisals

Spring and Swaim Park were perfect for the debut of the “All Fired Up” ceramics event held in May. Sponsored by the Arts Commission, the event featured numerous booths of juried ceramics, sounds of live jazz, clay activities for the children and an opportunity for family treasures to be appraised in Swaim Lodge by professional appraiser, Mark Mallette.

Beautification Awards

Twelve property owners were acknowledged for their beautifying efforts with a *Certificate of Appreciation*, a landscape rock and a photograph of their property. Seventeen judges reviewed the eighty nominated properties.

Green Landscaping Presentations and Rain Garden Workshop

One hundred and forty guests, representing 23 communities, attended one or more of the 5 presentations and/or the workshop that were conducted by nine professionals, in their field.

July 4th Pet Show

Forty-six dogs (an all-time record) entered the ring for judging and all were awarded a coveted blue ribbon for their respective attributes. Four adult volunteers made this long-time tradition a fun, family event.

July 4th Festival in Montgomery Park

An adult volunteer coordinated and supervised various aspects of the annual event (food booths, children's game booths, prizes) to help produce a special, family event with a "home town" flavor. Eight teens were on hand to manage the children's game booths.

July 4th Independence Day Parade

With thousands of parade watchers on hand, 100 parade units were organized for the official parade line-up by 32 volunteers. Serving as parking lot organizers, unit judges, convertible drivers, or official, welcoming bell ringers at the Universalist Church; they helped to make this event, of long-time tradition, a great success.



Bastille Day Celebration in Downtown Montgomery

Working with City staff, the twelve volunteer members on the Bastille Day Committee shared their diverse talents to help coordinate the eleven-hour event that attracts approximately 10,000 community members. In addition to the significant amount of time they shared, an additional 101 volunteers (adults and teens) worked in various capacities on event day. This event represents community spirit at its best.

International Reception

Community members, whose homeland is other than the U.S. attended the annual event that featured an

international buffet comprised of ethnic specialties. Representing eleven different cultures, some guests donned ethnic attire while some performed a dance representative of their culture. The event epitomizes the Sister Cities Commission's motto of "*Bringing the World Together One Friendship at a Time*".

In total, 430 episodic volunteers demonstrated their community spirit and shared 1,987 hours of their time to "Make a Difference" in our community in 2009! Using a value of \$20.85 per hour (based on the independent sector), Montgomery's episodic volunteers provided an estimated \$41,429 in services to enhance our community.

The value of their citizen engagement, however, is priceless!

In addition to the numerous hours contributed by episodic volunteers, the following ten teams of volunteer leaders, comprised of 63 members, expended a significant amount of time at monthly meetings and addressing tasks under their purview:

- Arts Commission***
- Beautification and Tree Commission***
- Board of Tax Review***
- Board of Zoning Appeals***
- Civil Service Commission***
- Environmental Advisory Commission***
- Landmarks Commission***
- Parks and Recreation Commission***
- Planning Commission***
- Sister Cities Commission***



Volunteer leaders, serving on the City's boards and commissions, were acknowledged for their numerous contributions at the annual Volunteer Dinner.

Police Department

Don Simpson, Police Chief

The Montgomery police department's 2009 annual report is designed to provide information about the department's activities during the year. While informative, it does not necessarily represent the magnitude of the effort by the department's employees.

The police department is comprised of 21 full-time officers, two clerks, one office manager, one mayor's court clerk and two auxiliary police officers. Of the 21 full-time 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.



Traffic and Crime Related Statistics

A total of 577 auto accidents were reported in 2009 with 180 of those crashes occurring on I-71. Tuesdays and Wednesdays ranked as the top days of the week for accidents with the highest accident totals of 108 crashes each. Of the 123 accidents where injury was reported, over half occurred on the interstate highways of I-71 and I-275. This statistic is important in determining how and when we direct our traffic enforcement efforts to reduce accidents and save lives on our nation's highways.

In 2009, the police department recorded a total of 217 "Part One" crimes. Part One crimes are defined and tracked by the U.S. Department of Justice. They include: Homicide, Rape, Robbery, Assault, Burglary, Theft and Auto Theft. Our statistics reveal "Theft" as the number one reported crime as it accounts for 173 of our total of 217. We are happy to see our residential burglaries are at a 10-year low. The trend over the last 10 years has been an overall drop in reported crimes. Likewise, arrests have declined with a total of 357 arrests made during 2009 which includes 86 juvenile arrests.

Although this drop in reported crimes and arrests is encouraging, we will continue our efforts to prevent crime through education, enforcement and partnership with the community.



Youth Activities and Public Relations

The police department continued to offer its popular "Safety Village" for 5 and 6 year-old children. The summer camp has become a favorite of residents and fills to capacity each year. Officer Pat Giblin and other members of City staff coordinate the many activities and guest participants including police K-9 units, mounted patrol and the always popular "Smoke House" presented by the fire department.

Our successful partnership with the Sycamore City Community Schools district continued with the assignment of officers in the D.A.R.E. and SRO programs. Officer Pat Giblin and Officer Paul Payne worked diligently to maintain the positive working relationship between the school district and the police department. In addition to their regular duties both officers also participated as chaperones in several youth recreational programs offered through the City. These and other youth programs are an important part of our efforts to build successful community relations.



Police Department continued

D.A.R.T (Drug Abuse Reduction Task Force)

The police department continued its membership in DART in 2009. DART is comprised of approximately 15 local law enforcement agencies that primarily address drug trafficking at the local level. This regional partnership among local jurisdictions allows us to pool our limited resources to combat drug trafficking which frequently occurs across jurisdictional lines. The unit arrested 115 people and recovered an assortment of illegal drugs with a street value of \$946,370.

Mayors/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 2009, the Court heard cases resulting in \$222,344 in fines, fees and court costs. After assessing the required state fees, the City's portion of the fund was \$168,952.

The Montgomery Juvenile Court, with Referee Terry Donnellon presiding, heard 61 criminal cases. The disposition of these cases often results in community service being performed by the juvenile 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. Juveniles can be referred for counseling and intervention programs through the unofficial court. The police department has contracted with Reading Youth Services for these and other juvenile cases.

Looking ahead

We look forward to 2010 with cautious optimism. The economic challenges of 2009 have affected nearly every aspect of government including public safety. As our county and state partners adjust their budgets and services we must be ready to adapt to the challenges of doing more with less. Regional partnerships and sharing of resources will be an important part of our efforts in 2010.

Public Works

Bob Nikula, Public Works Director

The annual street resurfacing project was completed by the Schumacher Dugan Construction Company on 16 roadways throughout the community with approximately 3.50 centerline miles of roadway completed during 2009. In addition, this project included resurfacing all roads in Hopewell Cemetery as well as the parking lot at the Montgomery Safety Center. The project also included curb removal and replacement as well as inspection and repairs to storm sewer pipes, catch basins and manholes. The total cost of the project was approximately \$920,000 and was funded through the City's Capital Improvement Program.

The installation of a thin layer asphalt surface treatment known as microsurfacing was completed on Cornell Road between the I-275 and I-71 overpasses. The project included 3,500 linear feet of microsurfacing or approximately two-thirds of a mile in length. Microsurfacing is a cost effective maintenance tool on roadways with high traffic volumes. The total cost of this project was approximately \$94,000 and was funded through a grant approved through the American Reinvestment and Recovery Act.

Staff continued engineering and design work on the traffic signal and safety improvement project for 12 signalized intersections

that was approved for \$540,000 in grant funding through the Ohio-Kentucky-Indiana Regional Council of Governments with construction scheduled in 2012. This project will include computer hardware and software upgrades, vehicle detection systems, traffic signal pre-emption and back-up power sources at every intersection that would allow traffic signals to transition to an auxiliary power source during electrical service interruptions. These improvements will allow Montgomery's signal system to operate in a traffic responsive mode in "real" time and conditions and will be an enhancement for traffic progression along Montgomery Road.

Staff finalized engineering design and project agreements with the Ohio Department of Transportation (ODOT) during 2009 for the resurfacing of Montgomery Road between Main Street and Schoolhouse Lane. The resurfacing project is set for construction during the April-June 2010 timeframe and is being completed through the ODOT Urban Paving Program. The cost to the City of Montgomery for its share of the construction cost is approximately \$108,000 and is being funded through the City's Capital Improvement Program. The City of Montgomery continued its efforts on initiatives established by the Hamilton County Storm Water District permit to operate a storm water district under the federal mandates of the National Pollution Discharge Elimination System Phase II requirements. Work

Public Works continued

completed during 2009 included revisions to the City's zoning code concerning storm water runoff from development of large parking areas. The zoning code now requires the use of storm water "best management practices" that will improve the quality of storm water runoff by trapping sediment, debris or solids before they leave the development site on which the improvements are constructed.

The demolition of the former Montgomery Business Club building was completed and the site was graded and seeded. The total cost of the demolition work and site clean up of soils impacted by a leaking underground heating oil tank was approximately \$51,000. The net cost to the City was reduced approximately 40% through a \$20,000 grant approved by the Hamilton County Development Company and its Urban Land Assistance Program.

Projects to improve localized drainage and erosion problems were completed in public easements or right-of-ways at 10000 Montgomery Road, 9518 Croton Drive, 10795 Deerfield Road, 5017 Cooper Road and 9610 Ross Avenue.

A new five-foot wide concrete sidewalk was constructed along East Kemper Road from the northwest corner of the Weller Road/East Kemper Road intersection to the City of Montgomery/Symmes Township border just west of Acrewood Drive. The length of the sidewalk installation was approximately 1,300 feet. This sidewalk construction project was completed at a cost of approximately \$66,000 and was funded through the City's Capital Improvement Program. This project completed the multi-year sidewalk installation program established by legislation adopted by Montgomery City Council in 2000.

Inspection and repair of all public sidewalks south of Mitchell Farm Lane was completed in 2009. This marked the ninth year of the City of Montgomery inspection and repair program, which covers one quadrant of the City each year. The 2009 City-funded repair program included concrete sidewalk removal and replacement as well as brick and concrete paver sidewalk repairs. The entire cost of repair and replacement was funded through the City's Capital Improvement Program in accordance with legislation adopted by Montgomery City Council in 2000.

Two separate projects were completed in the City's Heritage District to replace the streetscape along Montgomery Road between Remington and Cooper Roads, on Ted Gregory Lane between Main Street and Shelly Lane and along the north side of Cooper Road between Main Street and Montgomery Road. The work included installation of new electrical circuits, refurbishment of 24 historic street lights, removal and replacement of 38 street trees as well as removal and replacement of the brick paver walkways. The total cost of the two projects was approximately \$615,000 and was funded

through the City's Capital Improvement Program.

The Neully Plaisance Plaza Improvement project was substantially completed in 2009 that included a complete reconstruction of the public plaza at the southwest corner of the Montgomery Road/Cooper Road intersection. Construction began immediately following the Labor Day Holiday with a significant amount of work being completed in time for the plaza to be utilized for the annual Holiday Tree lighting ceremony on the first Saturday in December. As of the end of 2009, the only work that remained to be completed on the project was to construct the remaining fountain improvements set for the March-April, 2010 timeframe. The approximate cost to complete the project was \$625,000 with 95% of project funding coming from the Triangle Tax Increment Equivalent Fund and the remaining 5% funded through the Arts and Amenities Fund for artistic features and elements of the fountain centerpiece and basin.



In 2009, a number of projects were completed that were identified as community priorities in the 2007 Park Study. Work at Pioneer Park included construction to provide separate fields for soccer and baseball as well as the repairs and enhancements of the eroded shoreline of the large pond in the park. In Montgomery Park installation of underground water and electrical infrastructure was completed in preparation for the installation of a

pervious brick paver walkway that will connect the parking lot and the playground and pavilion areas. At Swaim Park installation of pathway lighting was completed as were improvements to the restroom building that will allow park visitors access to restrooms "year round". At the Johnson Nature Preserve the first year of a two-year project to eradicate exotic plants species such as honeysuckle and certain types of roses followed by the planting of native tree species was completed. Work also began on the installation of the walkway and seating areas between the parking lot and the entrance to the preserve. Work in the Johnson Nature Preserve is part of a multi-year project that began on the ten-year anniversary of the April 9, 1999 F4 tornado that tore through the City of Montgomery and caused significant damage in the Johnson Nature Preserve.

The City of Montgomery received Tree City USA status for the fourteenth consecutive year as well as receiving the Tree City USA Growth award for the eleventh time. The City received the prestigious honor of being named a Sterling Tree City USA Community during the April 2009 Tree City USA awards. The Sterling Tree City is only awarded to those communities that have earned ten (10) annual Growth awards. In order to receive a Growth Award a community must make significant efforts in improving its urban forest and make a committed effort to make incremental increases of funding or "in-kind" labor dedicated to the planting and care of publicly maintained trees. The work of City staff and volunteers, including the Beautification and Tree Commission members, have provided the ongoing efforts to be consistently eligible for recognition as a community that has developed and nurtured an Urban Forestry program that is among the best in Ohio and the United States.

Customer Service Department

Matthew Vanderhorst, Customer Service Director

The customer service department is the place where residents, businesses and visitors receive assistance on matters related to visiting, living, playing and working in Montgomery. Residents can reserve a lodge or park shelter or sign up for the various events and classes offered by the City. Businesses and builders can apply for building, zoning and sign permits and get assistance on zoning questions. The customer service department also manages the technology infrastructure of the City which includes the web site, e-government services and employee appraisal system. They also provide technology support to all City staff. The customer service department is managed by Matthew Vanderhorst and is staffed by two full-time customer service representatives, Evelyn Dumont and Chelsey Bridgewater, who work together to provide superior services.



Along with Susan Hamm, Mike Vonderbrink and Brian Riblet, Matthew Vanderhorst and Evelyn Dumont conducted a process review of the management of the Hopewell Cemetery. The review covered the

purchase of burial plots, deed transfers, record keeping, funeral coordination and burials. A flow chart was created that documented the process from the initial notification from a funeral director to the actual burial. This helped all employees who are part of the process to have a better understanding of each person's role. Some significant outcomes of the process review include the future computerization of all cemetery plot records to include photos of existing monuments, deeds and any other documents that pertain to a plot. Included with the computerized plot database will be a map of the cemetery with CAD overlays identifying each plot. The map will be linked to the record-keeping database to ensure that each plot links one-to-one with each record ensuring accuracy and easy identification. It will also provide access to records by all employees involved in the cemetery process. Other areas for improvement included the creation of protocols for after hour notifications and better on-site identification of sections, rows and plots.

A fiber optic line connecting the computer network at City Hall to the Safety Center was installed at the beginning of 2009. The fiber optic line replaced the previously leased connection and eliminated approximately \$4,800 in annual costs and has allowed the City to take full advantage of server virtualization (a host for multiple operating system images on one platform), saving an additional \$30,000 in capital expenditures over the next four years. In addition, server virtualization reduced the server energy consumption by 63% per month.

Server virtualization has also given the City the ability to set up a "hot site" at the Safety Center by automatically replicating the virtual server files to the Safety Center. In the event of a server outage or catastrophic loss at the City Hall, the replicated virtual servers located at the Safety Center will automatically start and within seconds network services will be restored. This ensures quality and timely service to our residents.

Free WiFi hotspots were installed at Swaim Lodge, Terwilliger Lodge, Swaim Park, Dulle Park, Montgomery Park, City Hall the Safety Center and the Pool. The hotspots have added value to lodge and shelter rentals and provide enhanced connectivity to our residents, adding to the quality of life in Montgomery.

The customer service department, along with the web site task team, worked in 2009 to set the plans for a redesign of the City web site in 2010. Many services will be added to the existing design that was implemented over three years ago. In 2009, the team reviewed the new site navigation to ensure that it is concise and easily understood by our visitors. Chelsey Bridgewater undertook the task of creating unique artwork that will break the mold of typical government web sites and create an experience that is engaging, entertaining and informative. It is anticipated that the new web site will be launched in mid-2010.



An on-line service that has been very successful is lodge reservations as evidenced by the 99% satisfaction rate with the reservation process. To build on that success, the Customer service department is developing plans to include on-line park shelter reservations in 2010. With over 400 park shelter reservations per year, this is a service that is in high demand and offering it on-line will provide for another easy way residents and visitors can take advantage of City services when it is convenient for them.

Another communication tool that the Customer service department began evaluating in late 2009 is an on-line chat tool, whereby web visitors can ask questions and get an immediate response from a live operator during normal business hours. If the service proves successful, the Customer service department will share their experience with other departments to determine if it could enhance the service they provide to the community.

Recreation Department

Amber Morris, Recreation and Community Relations Director

The Montgomery recreation department offered a variety of programs throughout 2009 for toddlers, youth, teens, adults and seniors. More than 11,500 people of all ages participated in these programs and special events as participants, volunteers or spectators, not including the almost 12,000 people that attend our Sister City celebration, Bastille Day. The variety of activities provided for the community include adventure trips, sports lessons, art or drawing classes, fitness classes, school's out trips, specialty camps, cultural arts, festivals, concerts and many others including the new My Dog's Got Talent Show event, for which WKRC Channel 12 provided media coverage.

Also new this year was the pool membership fee structure which the Ohio Parks and Recreation Association recognized as "Outstanding". Nine cities were recognized in the award category for Management Innovation, with the City of Montgomery placing second. We were recognized for having innovative pricing options during the 2009 pool season (including weekend, evening only, mid-season and grandchild memberships), the successful referral program (106 returning members recruiting 106 new members), and for the targeted marketing strategies utilized.

There were 10,580 total visits to the pool during the 2009 season with the highest daily attendance occurring on June 15 with 291 swimmers visiting that day. The average daily attendance was 116 each day. There were 486 members of the pool, 123 kids swam on the Makos Swim Team and Makos swimmers participated in championships at Miami

University winning two age/gender groups - the 13/14 girls and 11/12 boys. A total of 168 kids learned swimming skills through swim lessons. The three attributes that 2009 Pool Members rated the highest in the Montgomery Community Pool survey were pool front desk staff, lifeguards (attentiveness and enforcement of rules) and value of membership.

In 2009, the recreation department's web-based services listed all programming and event information online for ease of customer use and convenient registration on the City website. This service continues to be well used for its convenience and up to date information as well as increased communications with participants. Over 19,000 people per month go to the City website for information and services and the recreation department was excited to enhance these convenient services with full-scale registration opportunities for almost all fee-based activities and programs.

All program participants receive an online survey to ask for feedback on the quality, value and convenience of the service which allows us to continually adjust to meet the needs of our audience. On a scale of 1 (needs improvement) to 5 (excellent), the Program Survey responses averaged a 4.3 from participants who continually rate the recreation programs as quality activities that are of a great value. All survey groups are used to identify which areas of service we should promote and expand and where we can make changes to better meet the expectations of our customers.

In 2009, revenue was secured from various sources, including \$55,925 for recreational programming, \$187,496 for pool operations and \$25,966 for special events which totaled **\$269,387**. Expenditures for recreations programming was \$65,310, pool operations was \$232,916 and special events was \$84,027 which totaled **\$382,253**.



Community Relations

Montgomery Community Relations is a new department area that has evolved from a goal in the City Strategic Plan that identified the need to expand two-way dialogue with the community in an effort to build ownership and responsibility among residents to act as “citizens” engaged in the work of community. The department is working on a multi-pronged approach to building engagement, including elevating the awareness and education of the general public, building relationships among existing organizations that support the success of the community, engaging the business community as a partner and expanding the leadership capacity in the community. What has evolved out of these efforts is evidenced in the following projects that started and evolved throughout 2008 and 2009:

Montgomery Citizens’ Leadership Academy (MCLA) - New session exercises and more interaction of students was added for the 2010 class. Several MCLA graduates were engaged in those review sessions, providing another perspective and ensuring a more meaningful experience for students.



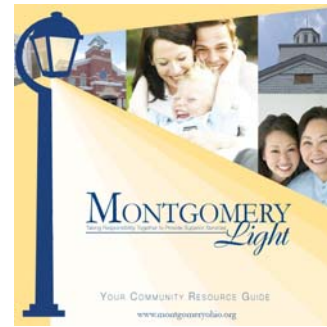
The MCLA class of 2009 volunteered their time and money to install a “raingarden” in Swaim Park.

Open City Hall Blog –The blog had over 900 unique visitors, 200 participants, and more than 300 responses to a variety of topics from allowing backyard hens in Montgomery to asking questions of City Council.

Civic Collaborative – Meetings with a variety of civic groups have helped develop resolutions to challenges faced by the collaborative, including spurring community involvement, increasing volunteerism, increasing membership and heightening effective, community-wide communications. A website (ConnectMontgomery.com) is being developed that will further interconnect these groups and build awareness in the public of events, membership and volunteer efforts.

Prosper Montgomery – This group, made up of local business owners in the historic district, created and launched TheDistrictOnline.com, a website that promotes downtown Montgomery as a place to shop, dine and obtain services. Since its launch in July 2009, the site has received more than 10,000 ‘hits.’ The City of Montgomery purchased a page on the website and promotes events, photos and news in the community.

New Resident Packets – More than 140 new residents were welcomed to the community in 2009 with a packet of informative resource materials to help them learn more about what the City has to offer.



The Montgomery Light was developed to provide citizens with a handy guide to City services and is mailed to all new residents in Montgomery.

Montgomery Bulletin – This informative monthly resource now includes ‘good news’ articles to help promote positive things going on in Montgomery. Timely and educational articles continue to help educate and build awareness. It is also used to direct comments for Open City Hall back to the website for more detailed information.

Social Media – A team comprised of City staff from various departments investigated the usefulness of various social media opportunities and began using YouTube in 2009 to post videos promoting the City of Montgomery as a great place to live, work and play. Facebook and Twitter will be new additions in 2010.



MCLA Alumni – Now a group of over 50, several graduates meet monthly to re-connect and share a conversation. The Communications Coordinator attends these meetings to show City appreciation and support and to answer questions related to the City. This group receives regular email communications on facts and updates on projects and issues to address misinformation or to spread awareness within the community. The group has also formed a welcoming committee to send personal notes of welcome to new residents.

Business Calling – A team including representatives from Fire, Police, Administration and the Tax Department met to discuss how best to assign business calling visits and capture data associated with those visits. The goal is to increase awareness among business owners and managers about unique City services available to them and to leave a message of appreciation for our business community.

Montgomery Video – Since May 2009, City events, residents and seasons have been captured to accompany a song created especially for a video to promote the unique and outstanding qualities of this community. Titled “*Living the Life of Montgomery*”, the video will provide a sense of community and promote Montgomery as a great place to live, work and play. Also, the City bought the rights to a 9-minute made-for-TV production about Montgomery’s history, businesses, residential areas, parks and aesthetics titled “*Great Lifestyles: Neighborhoods, Get out and Go!*” Both videos are available on YouTube and will be used in a variety of other settings to share Montgomery with others.

*“Suddenly, you come to the startling realization
that the ‘they’ in government, is me!”*

- Quote From a Montgomery Citizens’ Leadership Academy Graduate



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