



2010 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.

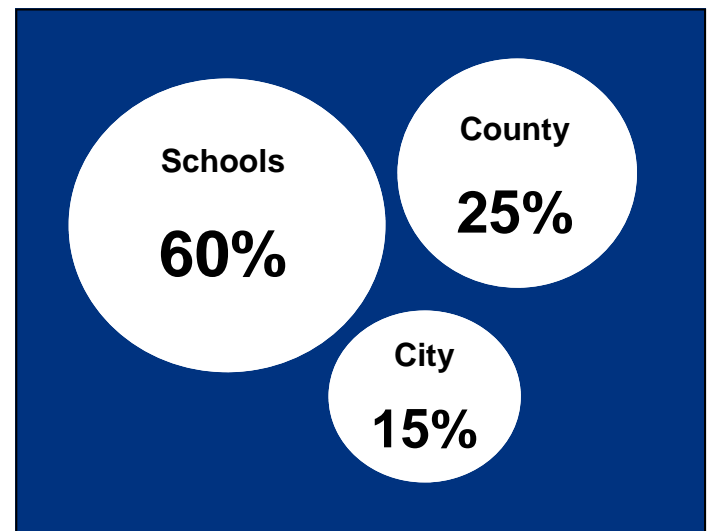


Each year, City Council members and staff, in partnership with Bethesda North Hospital, Ohio National Financial Services, Sycamore Schools and Twin Lakes, host the Montgomery Citizen Leadership Academy, a program designed to educate and open communications with residents and business stakeholders in the community.

2010 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

While communities across the country continued to face a sluggish economy, 2010 was another successful year for the City of Montgomery. The City's good stewardship approach allowed us to continue to deliver high quality services during these recessionary times. As a testament to years of prudent fiscal management, Moody's Investor Service upgraded the City of Montgomery's bond rating to Aaa in 2010. We share this rating with only 16 other Ohio entities.

Citizen engagement efforts continued to be a primary focus of our organization. In its third year, the Montgomery Citizens' Leadership Academy graduated 25 actively engaged citizens in our community in 2010. One outcome of the 2010 MCLA class was a class project of assisting the Montgomery Farmers Market in its first year of operation.

A noteworthy result of our citizen engagement efforts was the City of Montgomery being selected to participate in a Leadership ICMA Capstone project. Through this process, an ICMA Capstone Team analyzed our approaches to citizen engagement, identified best practices in place throughout the country, and helped us establish performance measures. In many regards the Capstone Team concluded that the City of Montgomery was setting the standards for best practices in the area of citizen engagement.

In 2010, the Diversity and Inclusiveness Advisory Group was formed to review City events and activities and the challenges in implementing these activities, as well as to review City policies related to diversity/inclusiveness. The group was comprised of Montgomery residents from various cultural backgrounds and submitted a report of recommendations to City Council in late summer 2010.

The City continued to explore and utilize social media as communications tools. The *Living the Life of Montgomery* video was uploaded to YouTube, the City has its own page on Facebook, and Twitter was used to communicate a variety of messages to the public. The Open City Hall program was updated to allow questions to be posted to the Montgomery Facebook page automatically.

More traditional communications tools were also employed in 2010. In conjunction with the University of Cincinnati, the City conducted its resident survey to assess the community's level of satisfaction with City services and programs. The survey resulted in a response rate of over 40% with survey results indicating the community was overall highly satisfied with the City's delivery of services.

2010 was the fifth and final year of the City's current (2006 through 2010) Strategic Plan. In May, final status and outcomes of the current Strategic Plan were reported to City Council. In the fall, work began on the next strategic plan cycle (2011 through 2015). Environmental scan work was conducted, issues areas were researched and employee and citizen input forums were conducted.

2010 included its share of public improvements with the largest project by far being the Greater Cincinnati Water Works (GCWW) large-diameter water main installation project. This project began in the spring and was finished in December. Due to the scope of the project, it required a great deal of coordination among the City's departments and a major communications effort by the Water Main Communications Team to ensure the public was informed of the status of the project on a regular basis.

Other significant public improvements projects in 2010 included the Neully Plaisance Plaza and fountain project, Montgomery Park pathway improvements, and Weller Park restroom modifications which allowed the facility to be open year round.

In 2010, a comprehensive overhaul of the City's 1999 record retention schedule was conducted to update the schedule and ensure the City's compliance with newer requirements for the storage and retention of electronic records. A team of employees representing all departments worked on updating the retention schedule. Training was conducted to ensure that all City personnel are aware of public record law retention and destruction requirements.

In 2010, the City of Montgomery had many opportunities to "spread the word" regarding our High Performance Organization philosophy and work culture. In February, staff presented a webinar for the Alliance for Innovation on Employee Engagement. More than 60 jurisdictions from across the country listened to the presentation. In April and June, the City participated in an exchange of ideas with the City of Decatur, Georgia. We shared information on our more innovative approaches to work including the HPO culture work, our human resource tools, examples of employee teams, LEAN process improvement, citizen engagement and social media. In "exchange", representatives from Decatur shared their successes with their strategic planning process, branding, special events, volunteer programs, and the use of "story" in budget and other presentations.

Other presentations throughout the year included:

A presentation at the Transforming Local Government Conference on the LEAN process improvement and its utility in the public works department,

A presentation at the National Association of Regional

Administration

Councils' national conference on the use of social media in local government. This presentation was given on behalf of ICMA, which recognized the work we are doing in social media as well as the work by our ICMA Capstone Team on these efforts,

Several team presentations at the International City/County Managers' Association Conference on Community/Citizen Engagement, LEAN process improvement and the High Performance Organization model, and

A presentation to the Atlanta Regional Commission on the High Performance Organization model. (The Atlanta Regional Commission does training for local governments throughout the Atlanta Metro area on best practices in local government.)

During 2010, the City of Montgomery was formally recognized for a number of achievements. Highlights include the following:

The Ohio City/County Management Association (OCMA) presented the City with the OCMA award for innovation in local government. The award was given in recognition of the City's Efficiencies and Effectiveness Task Team's use of the LEAN principles for process improvement and public works' creative problem solving and process improvement regarding a shortage of rock salt.

The Government Finance Officers Association awarded the City a Popular Annual Financial Report (PAFR) award for its 2008 Annual Report produced out of the city manager's office. The PAFR award criteria include creativity, presentation, understandability and reader appeal.

Our City Manager, Cheryl Hilvert, received the Public Administrator of the Year Award in the Career Achievement category from the American Society for Public Administration.

The City received special recognition from the Miami Valley Risk Management Association (MVRMA) for 100% compliance on the Safety Performance Evaluation Checklist (SPEC) which evaluates organizations on adherence to sound risk management practices and procedures.

The City was honored at the annual Recycling Awards Breakfast for achieving the highest recycling rate in 2009 of any community in Hamilton County with over 10,000 residents.

Once again, the City received a Tree City USA Award and Growth Award for 2010. This marks the 15th consecutive year for the Tree City USA recognition and the 12th Growth Award the City has received since 1998.



Pictured left to right: Terry Willenbrink, Lynda Roesch, Joyce Yock, Lee Levy, Judy Feltner, Jodi Keith, Jane Hohn, Jacquie Webb, Chelsey Degenhardt and Phil Schwartz at the Tree City USA luncheon

In addition to the aforementioned awards and honors, the City was also noted for its accomplishments in several publications. The Alliance for Innovation reported on the City's success with its HPO operating philosophy in an article entitled "*Employee Engagement and the Building Blocks of a High Performing Organization*". The Ohio City/County Management Association's October 2010 newsletter included a similar article which featured Montgomery's HPO efforts as its lead story. The City's LEAN process improvement efforts were featured in a white paper titled "*Less Time, Lower Cost, and Greater Quality: Making Government Work Better with LEAN Process Improvement*" and created by the Government Finance Officers Association (GFOA). It was quite an honor for the City to be noted by all of these publications in 2010.

Finally, activities in addition to its general oversight function performed by the administration department included providing human resource services for the organization, such as recruitment/hiring processes, wage rate surveys, and employee evaluations and goal setting. The Administration also worked with the FOP to reach another labor agreement between that union and the City.

City Council

2010 Elected Officials

Mayor, Gerri Harbison

Vice-Mayor, Ken Suer

Chris Dobrozsi

Vicki Hirsch –resigned mid-April

Barry Joffe

Craig Margolis - appointed June 23, 2010

Lynda Roesch

Todd Steinbrink

Appointed Officials

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 for a two-year term.

After serving the citizens of Montgomery as Council member for three years, Vicki Hirsch submitted her resignation in mid-April 2010. A civic-minded Montgomery resident was sought to fill the unexpired term which ends December 7, 2011. Eight residents expressed their willingness to assume a leadership role for Montgomery as a member of City Council. City Council unanimously appointed Craig Margolis to fill the unexpired term. Craig Margolis was officially sworn into office on June 23, 2010.

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 2010, City Council conducted public meetings, regular meetings, special sessions and committee meetings.

In an effort to improve communications among City Council and Boards, Commissions and local 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/Commission for the previous year. City Council and 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 Board and Commission, City Council and staff. A Community Leadership Forum was held to provide an opportunity for volunteers, representatives of neighborhood associations and civic groups, elected officials and Administration to discuss major issues, activities and suggested topic of interest by forum participants.



Participants of the 2010 Community Leadership Forum interact and exchange ideas on a number of topics related to the vision for Montgomery's future.

As part of its responsibilities for establishing policies and enacting legislation, City Council oversaw operations and administration of a cash budget of \$30,861,551 and adopted 50 ordinances and resolutions, the highlights of which follow:

2010 City Council Action

Amended portions of the Zoning Code regarding sign regulations applicable to temporary political signs

Continued next page

City Council

Created a Hospital Corridor Overlay District and adopted regulations

Amended the traffic code to increase safety and awareness for bicycle travel

Adopted a tax budget for 2011

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; with Ray Kingsbury for professional services related to communications, public relations, and citizen outreach; with Frost Brown Todd, LLC to provide special counsel services; with Management Partners, Inc. for professional services related to the community survey and strategic planning; with Bastin & Company LLC for professional services related to auditing services; with TW Telecom Holdings, Inc. for professional services related to telecommunication services; with Swim Safe Pool Management, Inc. for professional services related to the operation and management of the Montgomery Municipal Pool

Authorized the City Manager to enter into a labor agreements with the Fraternal Order of Police Ohio Valley Lodge Number 112, for wages and benefits from July 1, 2010 through June 30, 2013

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; and gave consent to the Director of Transportation to resurface U.S. Route 22 between Schoolhouse lane and Pfeiffer Road through the Urban Paving Program

Authorized the City Manager to enter into a contract with the U.S. Department of Justice for a Secure Our Schools Grant; and with Rumpke of Ohio, Inc., for waste collection services in the City of Montgomery for calendar years 2011, 2012 and 2013

Authorized the City Manager to enter into a contract with Statewide Ford for the purchase of two police cruisers; with Atkins & Stang Inc. for the purchase and installation of an emergency generator for the Public Works facility; and with 32 Ford Mercury Inc. for the purchase of a 2011 Ford F-350 dump truck

Authorized contracts with A & A Lawncare & Landscaping for 2010 lawn mowing; Mt. Pleasant Blacktopping Co., Inc. for the 2010 Street Resurfacing Program; Strawser Construction, Inc. for the 2010 Crack Sealing program; and Bansal Construction, Inc. for the Pfeiffer Road at Storybook Drive Improvement Project



Left to Right Vice-Mayor Ken Suer, Mayor Gerri Harbison, City Manager Cheryl Hilvert, Sister Cities Commission Member Marcallene Shockey, Councilmember Chris Dobrozsi, Councilmember Todd Steinbrink, Councilmember Craig Margolis, Councilmember Barry Joffe, Councilmember Lynda Roesch, and Law Director Terry Donnellon accepting gifts from Sister City Neuilly Plaisance upon the return of the 2010 exchange visit delegation. On October 12, 2010, fourteen representatives from the community of Montgomery flew to France to celebrate the 21st anniversary of the twinning of the two cities; Montgomery, Ohio, United States of America and Neuilly-Plaisance, France as Sister Cities.

Community Development Department

Frank Davis, Community Development Director

The economic malaise which started in 2008 continued through 2010, both in the housing and commercial sectors. Several important development projects in the City were stalled due to weak demand and/or inability to obtain financing. This included the expansion of Twin Lakes along Montgomery Road north of the former Clossons property and the redevelopment of the two car dealerships between the Heritage District and Cross County Highway. The Vintage Club, a mixed use plan that included both residential and commercial development, continued to proceed slowly in the build-out of the residential section and there was no activity with the proposed 13-acre mixed use 'village'.

The City's economic condition remains stable due to the strength of its three largest employers: Bethesda North Hospital, Sycamore Schools, and Ohio National Financial Services. While there were no new expansion initiatives from the hospital, it continues to be the economic anchor of the community. The surrounding medical offices along Montgomery Road still had some vacancies, but there has not been further deterioration from 2009.

Along the commercial corridor between the hospital and Heritage District, conditions remained sketchy, as the Honda dealership closed as announced at the beginning of the year. The former Clossons site remained vacant, and Schoolhouse Plaza remained at a low occupancy level. On the positive side, there were no further significant business losses along the corridor in 2010, and Montgomery Square Shopping Center continued its success. In an effort to help facilitate new business activity, staff completed an inventory of available commercial space for lease and posted this information on the City's website.



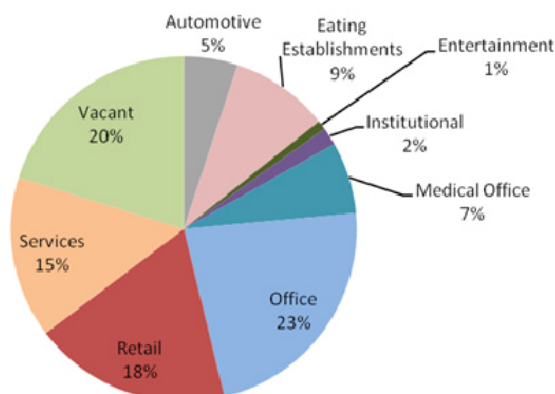
Two new businesses opened in 2010, Envie Salon (top) and Rudino's Pizza and Grinders. Both businesses are located on Montgomery Road north of the Heritage District.

As the year progressed, there were positive signs that the business climate was improving. There has been strong interest in both the vacant Chevrolet site and also the Schoolhouse Plaza Shopping Center, which are both being offered for sale. It is a reflection of the positive image of the community that multiple developers are vying for control of these properties even with the high level of uncertainty about their success.

Activity in the Community Development Department actually increased slightly from 2009. Demolition permits for residential teardown/replacement increased from three in 2009 to nine in 2010. A total of thirteen permits were issued for new single family residences, with a total estimated value of \$7,138,162. The department also processed 15 more residential remodeling permits than in 2009, with a total of 40. Permits for pools, accessory buildings, and signs totaled 138, a decrease from the 185 processed in 2009.

The department staff continued to work on a variety of zoning and planning studies during the year. The hospital corridor design guidelines, which were brought forward in 2009, were adopted by City Council. Code changes for political signs and general cleanup of other sections of the code were also adopted.

Uses in the Montgomery Road Corridor



Fire Department

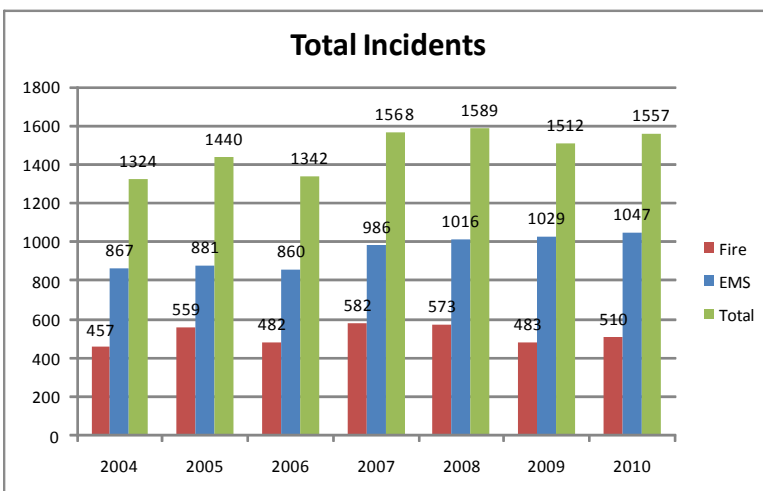
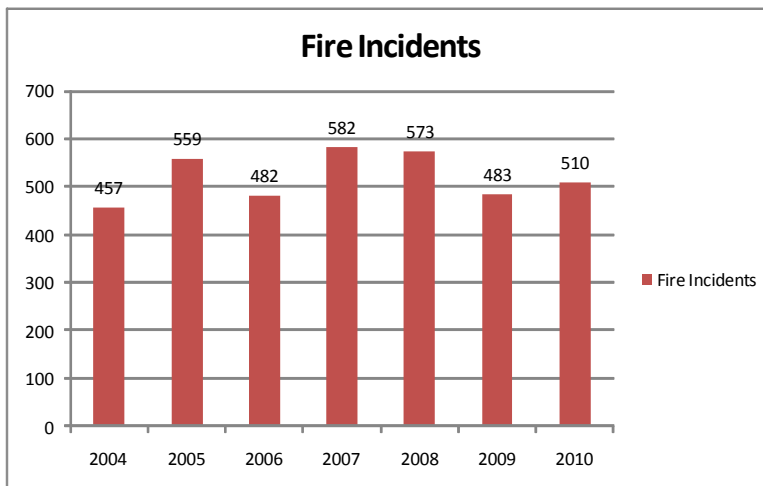
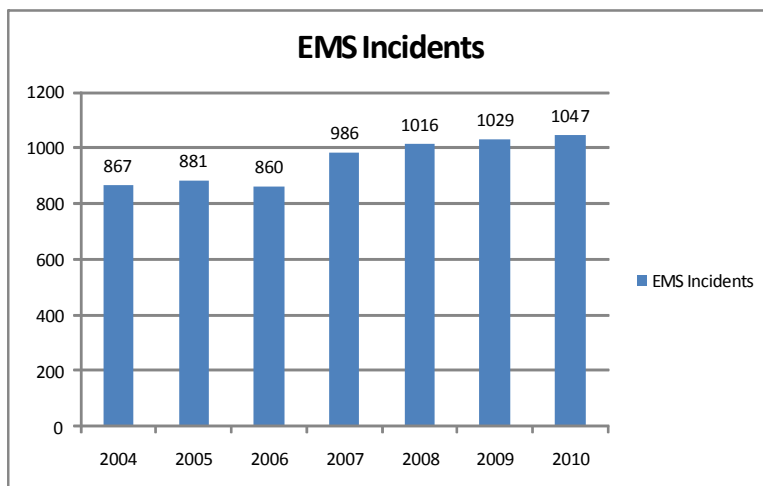
Paul Wright, Fire Chief

For year 2010, the department handled 510 fire incidents and 1,047 emergency medical service incidents for a total of 1,557 incidents. Emergency medical service incidents continue to be one of the priorities of the department and are responsible for 67% of the total incident volume. 2010 saw a total loss of value from fire in the City of \$121,500. The department attributes the low number of fire incidents as a result of our fire prevention efforts and the 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 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 1,031. The results of these efforts can be seen in the low number of 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 purchase of replacement firefighter protective coats and pants. A major capital improvement for the department came with the ordering of a new Command Unit. This replaces an older 1990 vehicle and will make a nice improvement to the department's response capabilities.

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 79 individual programs were offered to 1,510 participants, as the department strives to prevent injuries and accidents from occurring in the community. The 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 occurred on April 24 and 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. Many opportunities for education occurred as people had the ability to talk with police officers and firefighters first hand and learn from their experience.

Fire Department

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 2,133 individuals in the proper installation of child car seats. 170 installations occurred during 2010. The department continues to offer this program as one of many services available to the 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 residences quickly in emergency situations.

In October, the twelfth 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 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 3,456 training hours were logged by the employees in 2010 to maintain their skills and certifications.



EMS billing of non-property owners transported to the hospital resulted in \$249,800 billed for 2010. This is the fourteenth 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 the ninth year of gathering information that compares services with thirteen similar communities in the Greater Cincinnati area. These data assist in determining how the department's services measure up to services at local, regional and national levels. A meeting was scheduled for late January of 2011 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 group is shown here receiving a proclamation of appreciation from Mayor Harbison.

Right before Christmas in 2010, the Montgomery Fire Department responded to an automobile accident on Interstate 71 where they found a stranded young mother and her children on their way to the Columbus airport. The family was flying out to Arizona to surprise her husband who was returning from service in Afghanistan. Assistant Chief Wolf was going off-duty and he offered to drive the family to Columbus in his truck.

The group arrived at the airport with just 50 minutes to get checked in and on board. By working together quickly to creatively resolve the situation, volunteering to help the family while maintaining the crew's full strength, and not compromising the resources of the City, this team exemplifies good and faithful public service.

The year 2010 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 2011, the future looks equally exciting as well as challenging.

Public Works

Bob Nikula, Public Works Director

The annual street resurfacing project included work on 18 roadways and was completed by the Mount Pleasant Blacktopping Company, Inc. This project resulted in the resurfacing of 4.37 centerline miles of roadway. The project included selective 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 \$1,050,000 and was funded through the City's Capital Improvement Program.

An "in-pavement" crosswalk warning light system was constructed at the Cornell Road crosswalk by Sycamore High School. This environmentally friendly system utilizes solar power/battery back-up and "passive" detection of pedestrians crossing Cornell Road.

Staff completed preliminary engineering and design of the traffic signal and safety improvement project for 11 signalized intersections approved for \$540,000 in grant funding through the Ohio-Kentucky-Indiana Regional Council of Governments (OKI). Construction remains on schedule for 2013 and includes 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 and surrounding roadways.

Resurfacing of Montgomery Road between Main Street and Schoolhouse Lane was completed through local funding and a grant received from the Ohio Department of Transportation (ODOT). The project required approximately one month to complete with the project finalized on May 23. The City of Montgomery's \$86,768 cost to complete the project was funded through the City's Capital Improvement Program. The total cost to resurface this ¾ mile long section of Montgomery Road was \$369,028 with \$282,260 of the project costs funded through the grant received from ODOT.

Resurfacing of Montgomery Road between Schoolhouse Lane and Pfeiffer Road was completed in partnership with the Greater Cincinnati Water Works (GCWW) and through a grant received from the Ohio Department of Transportation. The resurfacing project followed the

installation of a 42 inch diameter water main on the west side of Montgomery Road which began in June and was substantially completed in late August. The City of Montgomery's cost to complete the project is estimated at \$50,000 and is funded through the City's Capital Improvement Program. The total cost to resurface this ¾ mile long section of Montgomery Road was approximately \$305,000 with the remaining \$255,000 in project costs funded through GCWW and the grant received from the Ohio Department of Transportation.



The most significant construction in Montgomery during 2010 was a series of 3 projects completed by the Greater Cincinnati Water Works. More than 13,000 linear feet of 36 inch diameter water main and 3,700 linear feet of 42 inch diameter water main were installed over a 40 week period in 2010. Work began on Cooper Road west of Kenwood Road on February 19, 2010 and culminated with the installation of a connection piece installed on Jolain Drive west of Zig Zag Road on November 24, 2010. Over 85% of the water main installation occurred within the City of Montgomery and included work on 7 different city streets. By early December, over 95% of roadway surfaces in the City of Montgomery impacted by the water main installation had been resurfaced by the GCWW. Equally as import to GCWW, drinking water was flowing to its customers in Hamilton and Warren Counties through the 3 miles of new large diameter water mains.

The City of Montgomery continued work on initiatives established by the Hamilton County Storm Water District (HCSWD) permit to operate a storm water district under the federal mandates of the National Pollution Discharge Elimination System (NPDES) Phase II requirements. Work completed during 2010 included providing electronic mapping information to the HCSWD for public storm sewers in Montgomery.

Projects to improve localized drainage and erosion

Public Works

problems were completed in public easements or right-of-ways at 7970 Elbrecht Drive, 11038 Toddtee Lane, along Cooper Road in front of Sycamore Junior High, 7770 Jolain Drive and at 9500 Zig Zag Road.



Inspection and repair of all public sidewalks north of Mitchell Farm Lane to Pfeiffer Road was completed in 2010. This marked the tenth year of the City of Montgomery inspection and repair program, which covers one quadrant of the City each year. The 2010 City-funded repair program included 1,500 square feet of concrete sidewalk removal and replacement and 1,600 square feet of concrete paver sidewalk repairs. Additionally, 21 crosswalk ramps were upgraded in the project “focus” area now meeting the requirements of the American’s With Disabilities Act (ADA). The entire cost of repairs and capital upgrades were funded through the City’s Capital Improvement Program in accordance with legislation adopted by Montgomery City Council in 2000.

The Neuilly-Plaisance Plaza Improvement project was finalized in 2010 (see photo, front cover of report). This project included complete reconstruction of the public plaza at the southwest corner of the Montgomery Road/ Cooper Road intersection. Construction began in September 2009 and was completed on April 21, 2010 when the prominently positioned fountain was placed in operation. The cost to complete the project was \$615,000 with 95% of project funding through the Triangle Tax Increment Equivalent Fund and the remaining 5% funded through the Arts and Amenities Fund.

A number of projects identified as community priorities in the 2007 Park Study were completed in 2010:

In Montgomery Park, installation of the redesigned and reconstructed pervious brick paver pathway with low level lighting was finalized in June.

In Montgomery Park, construction of 7 separate seating areas along the new pathway were also finalized in June.

The restrooms at Pioneer Park were modified allowing these restrooms to remain open “year-round”.

At the Johnson Nature Preserve, the second and final year of a phased project to eradicate exotic plant species such as honeysuckle and certain types of roses was finalized in September and planting of native tree species followed in October .



Installation of the paver walkway between the parking lot and the entrance to the Johnson Nature Preserve was completed. The project also included construction of a pergola and seating areas adjacent to this new walkway and along the existing pathway in the preserve.

Resurfacing of the basketball court at Dulle Park.
Resurfacing of tennis courts at Pfeiffer Park.

An emergency generator was installed at the Public Works facility on Cornell Road. With the completion of this generator installation, all primary work facilities for City staff operations now have a back-up source for electricity. City Hall, the Safety Center and the Cornell Road Public Works building now have an uninterrupted electrical supply so that daily and emergency operations can continue during times that primary electrical service is interrupted.

The City of Montgomery received Tree City USA status for the fifteenth consecutive year as well as receiving the Tree City USA Growth award for the twelfth time. The City had the prestigious honor of hosting the Tree City USA Awards for communities in Southwest Ohio on April 23, 2010. We continue to undertake significant work to improve the quality of our urban forest. These efforts included committed volunteers that provide “in-kind” labor that focuses on the planting and care of publicly maintained trees. The collaborative work of City staff and Beautification and Tree Commission members demonstrate a true partnership that recognizes Montgomery as a community that has developed an urban forestry program that is among the best in Ohio and the United States.

Finance Department

Jim Hanson, Finance Director

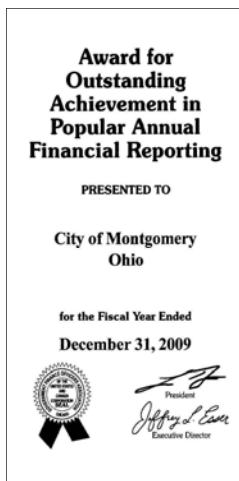
The Finance Department is responsible for preparing and maintaining the operating and capital budgets, cash management and investments, purchasing, payroll and earnings tax collections of the City. The Finance Department consists of two offices: Earnings Tax and Accounting.

In 2010, Montgomery's operating budget totaled \$16.9 million. In addition to the operating budget, the City Administration prepares a capital budget with a four-year cash forecast.

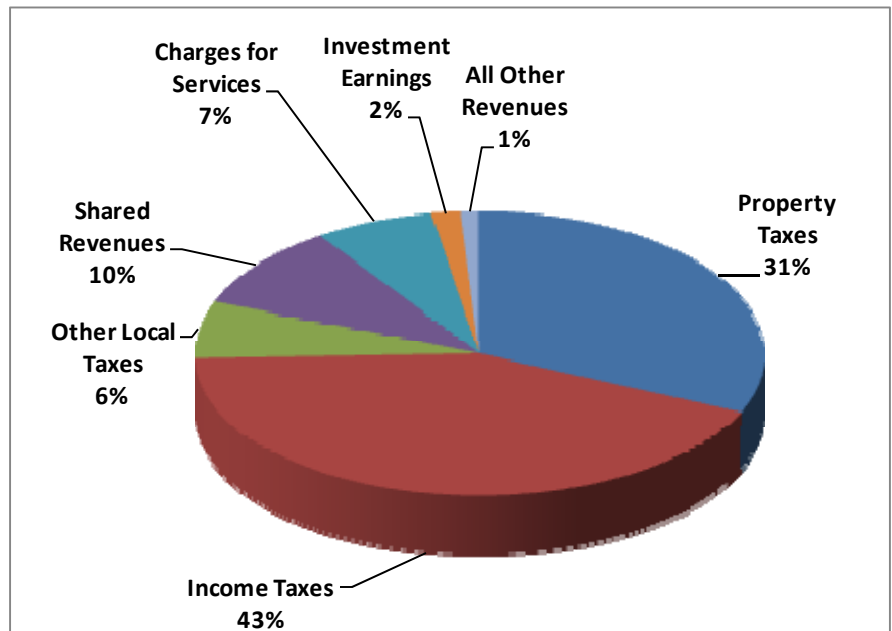
In 2010, the Finance Department continued its participation in the City's performance measurement process. This effort involves the tracking and collecting of performance measurement data, which will ultimately be used by the department and the City to benchmark our performance against finance departments 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 2010, the Finance Department was responsible for the collection of approximately \$7.1 million in earnings tax revenues and \$5.3 million in property tax revenues. In addition, the department is responsible for managing an investment portfolio of more than \$16 million, which generated investment income of approximately \$275,677.

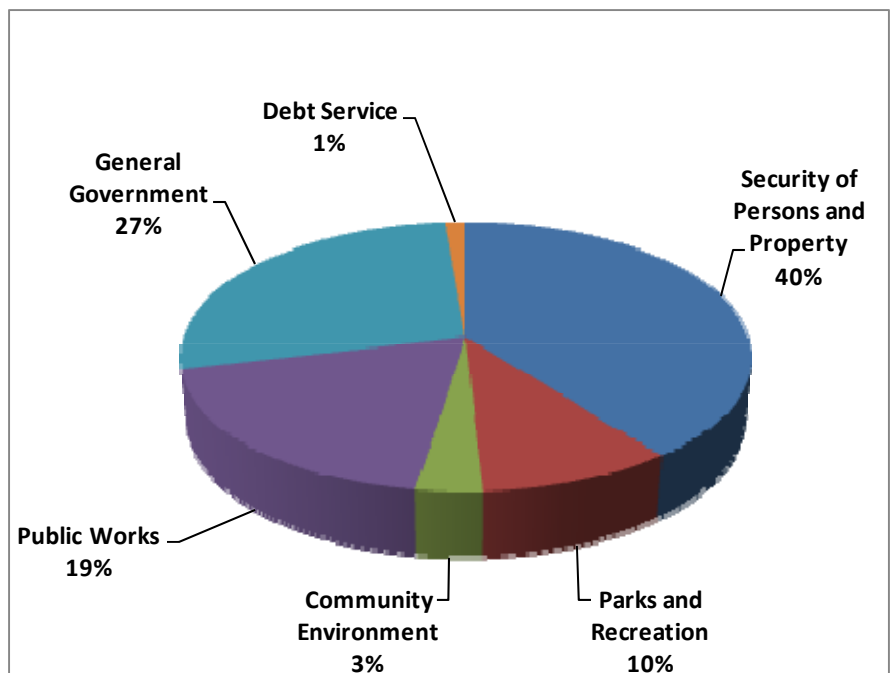
As with most municipalities, public safety, property protection and emergency services are the largest governmental functions. General Government, which includes solid waste collection and Public Works capital outlays accounts for over 51% of the remaining expenditures.



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, 2009. 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.

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

For the year ending December 31 (in thousands)

SOURCES OF REVENUES	2010	2009
Property Taxes	\$ 5,265	\$ 4,823
Income Taxes	7,126	6,733
Other Local Taxes	1,070	2,208
Shared Revenues	1,605	1,276
Charges for Services	1,128	973
Investment Earnings	276	197
All Other Revenues	172	275
TOTAL SOURCES	16,642	16,485
USES AND EXPENSES		
Security of Persons and Property	5,626	6,025
Parks and Recreation	1,385	1,399
Community Environment	447	453
Public Works	2,701	2,884
General Government	3,916	3,974
Debt Service	187	204
TOTAL USES	14,262	14,939
TOTAL SOURCES OVER USES	\$ 2,380	\$ 1,546

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

As of December 31 (in thousands)

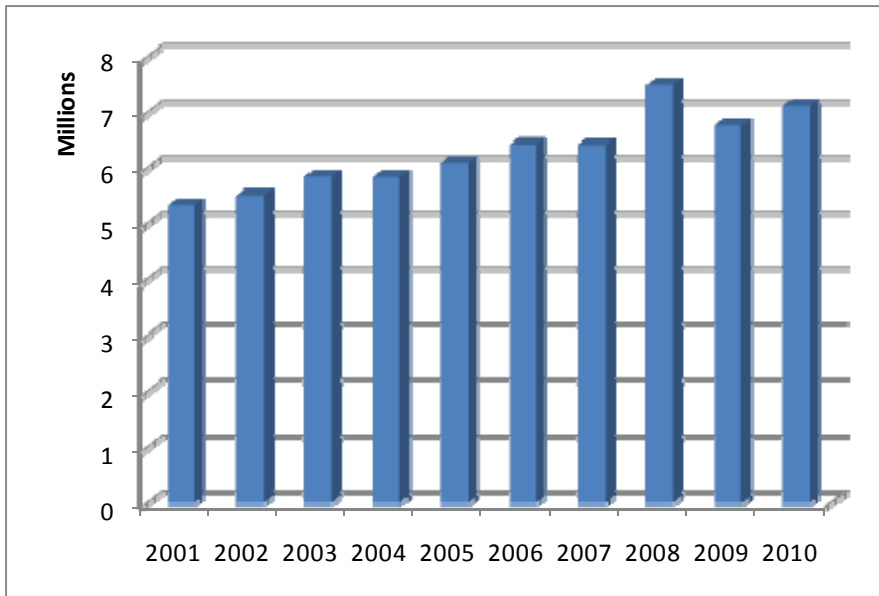
FINANCIAL BENEFITS	2010	2009
Cash	\$ 10,937	\$14,993
Investments	16,239	10,983
Receivables	11,885	9,716
Property and Equipment	38,809	38,569
Other Benefits	23	21
TOTAL FINANCIAL BENEFITS	77,893	74,282
FINANCIAL DETRIMENTS		
Amounts Owed to Vendors	157	213
Amounts Owed to Employees	341	318
Accrued Interest	7	8
Long-Term Debt	3,696	3,706
Other Liabilities	6,499	5,224
TOTAL FINANCIAL	10,700	9,469
TOTAL BENEFITS OVER	\$ 67,193	\$64,813

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.

Earnings Tax Revenues

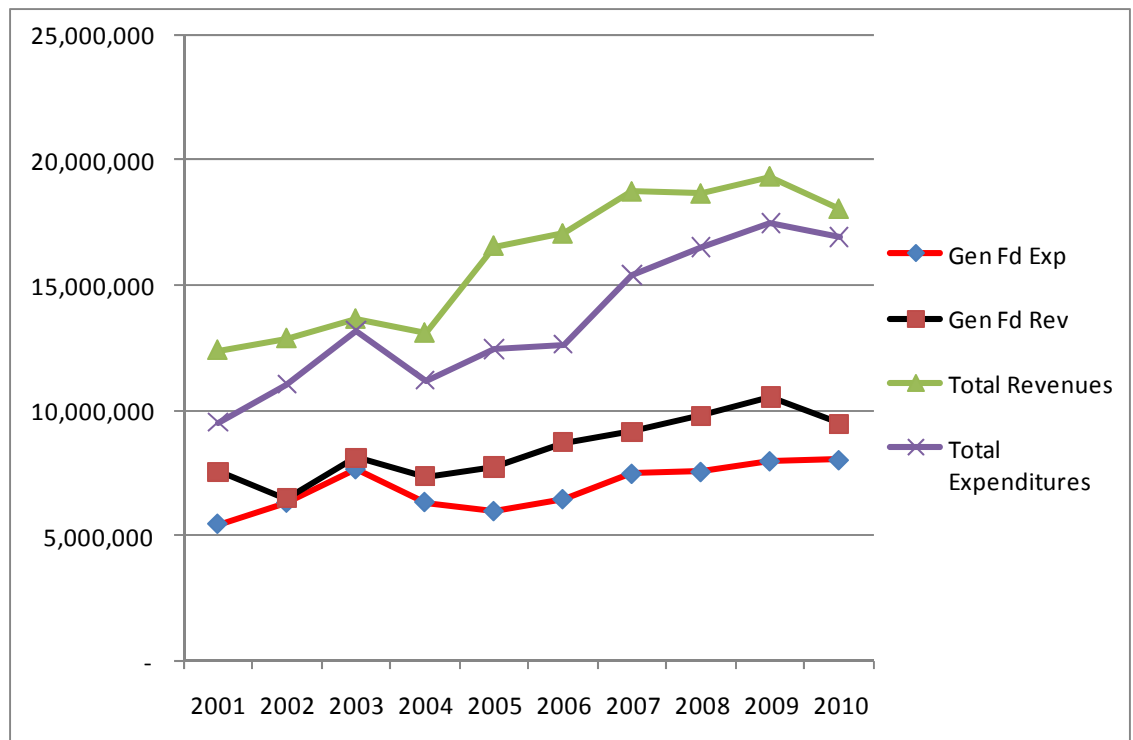


Earnings Tax

As depicted in the graph titled “Earnings Tax Revenue 2001-2010”, 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 as a result of the downturn in the local economy. In 2010, the earnings tax revenues rebounded slightly as the economy improved. 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 2001-2010” 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 \$275,677 in 2010.

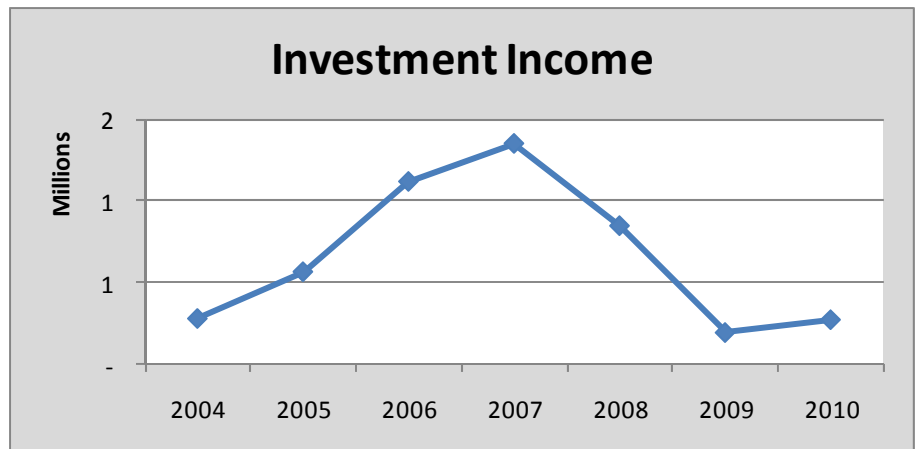
City Council adopted an investment policy that applies to cash management and investment activities of the City of Montgomery. The policy is reviewed periodically and updates are adopted by City Council. The primary objectives of the City's investment activities are the preservation of capital and liquidity,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

Fund Balance Policy

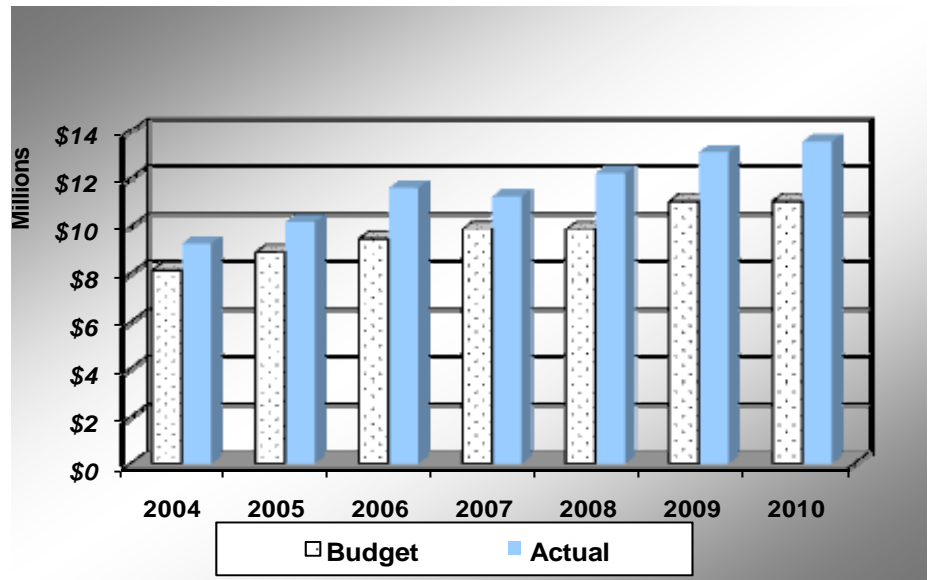
The fund balance is a key measure of the City's overall financial health. City Council adopted a policy requiring maintenance of a six to twelve month reserve of operating expenditures for the General Fund, a minimum cash balance of \$1,000,000 in the Capital Improvement Fund and one year of debt service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

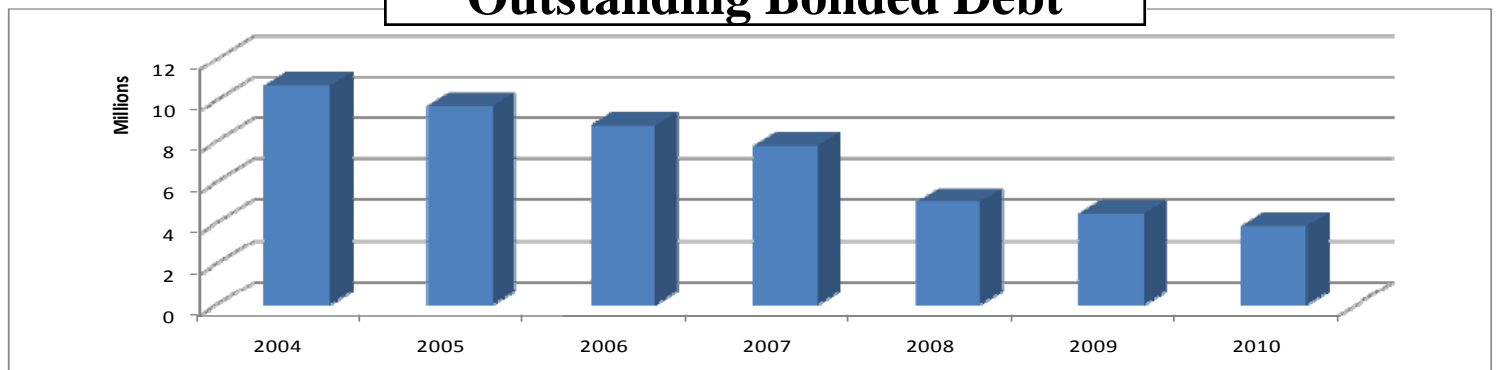


General Fund Balance - Budget and Actual



Long-Term Debt - On December 31, 2010, the City had \$3,856,321 of bonded debt; of this amount \$3,745,390 is general obligation debt and \$110,931 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 \$379 in 2010. The chart below depicts the total outstanding debt for the City over the last six years.

Outstanding Bonded Debt



Volunteer Services

This is an annual opportunity to recognize the enormous contributions made by volunteers. Montgomery volunteers continue to enhance our community's lifestyle while increasing the value of taxpayer dollars by generously sharing their time and a myriad of talents.

Making a long term commitment, 63 volunteers serve in a leadership capacity on one of our City's ten boards or commissions. These teams are the backbone of our Volunteer Program. Approximately 500 additional volunteers prefer an "episodic" (short term) approach to assist with "hands on" projects like Holiday Decorating and flower basket planting, park bench restoration, or they help bring our community together by lending a hand at special events like the July 4th Parade and Festival and the Bastille Day Celebration.

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

Each and every one of these volunteers has made citizen engagement a priority. Their volunteer commitments have helped to make Montgomery a unique community comprised of "citizens" rather than "residents".

A total of 40 teen and adult volunteers shared 120 hours to help make the following four events a success:

- Harvest Moon*
- Pumpkin Walk*
- Holiday in the Village*
- Breakfast with Santa*

Bag and Tag Project

In honor of Arbor Day, seventeen volunteers which included four of the Beautification and Tree Commission members, expended a total of 24.5 hours to prepare 1,000 tree seedlings, which were distributed to all kindergarten, first and second grade students at Montgomery's three elementary schools.



Basket Planting Project

A team of 23 adult volunteers "dug in" to plant 260 hanging baskets to enhance the Heritage District's streetscape. A total of 74 hours were contributed to this year's project equivalent to \$1,542 in labor value.

Beautification Day Flower Planting Project

Ever wonder who plants the 20,000 colorful flowers in Montgomery's medians, ramps and parks? Thirteen 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 Public Works Department with the following hands-on projects:

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

Safety Village Program

Forty-one teens shared their summer vacation time to work as Teacher Assistants at the 2010 program. They contributed a total of 666 hours helping to make the program fun and safe for the children in our community.



23rd Annual Photography Competition and Exhibit

Hosted by the Arts Commission, 237 photography entries were submitted by students and adults for judging with 202 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.

Fine Arts Fund Sampler Weekend

Approximately 75 guests, representing 16 communities, 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.

Spring and Fall Plant Swaps

Members of the Beautification Commission hosted their annual spring and fall plant swaps. Approximately 80 attendees took advantage of this excellent opportunity to share their divided perennials while selecting new garden varieties.

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 nineteen ceramic exhibits, 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

Members of the Beautification Commission selected thirteen 2010 beautification award winners. Nominated properties were judged on their attractive and well maintained landscape as well as the overall appearance of the property. In addition to the seven Commission members, ten residents shared their time to participate in the judging.



Bastille Day Celebration in Downtown Montgomery

The enormous task of successfully organizing and executing the 2010 event, with an estimated 10,000 in attendance, was accomplished by an outstanding team effort of both employees and volunteers. In addition to the formalized Bastille Day Committee that met for six months prior to the event, almost every City employee was involved in some aspect of either event preparation or event day participation. Members of seven City Boards and Commissions also participated on event day while the festivities were further enhanced with the involvement of eight civic organizations. Last but not least, an additional 123 individuals (teens and adults) shared their time on event day to assist with ticket sales, wine and beer booth service and game booth management.

July 4th Independence Day Parade and Festival

With thousands of parade watchers on hand, 100 parade units were organized for the official parade line-up by thirty 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. Following the parade at the festival, an adult volunteer coordinated and supervised various aspects of this popular annual event (food booths, children’s game booths, prizes) to help produce a special, family event with a “home town” flavor. Thirteen teens shared a total of 42 hours of their time to run the games and award the prizes.

International Reception

Community members, attended the annual event that featured an international buffet comprised of ethnic specialties. Representing fifteen different cultures, some guests donned ethnic attire while some performed dances representative of their culture. The event epitomizes the Sister Cities Commission’s motto of “Bringing the World Together One Friendship at a Time”.

“Live at the Uni” Event

Sponsored by the Arts Commission at the Universalist Church, and based on the feedback received from the guests, the debut of this performing arts series in Montgomery garnered high marks from those in attendance. Many of the guests commented on the talented entertainers, the church’s ambiance and the wonderful, post event reception hosted by Stone Creek.

Fingerprint Technicians

Four adult volunteers contributed a total of 73 hours processing fingerprints for community members fulfilling employment requirements, which helped to free up Police Department staff for other duties.



Holiday Decorating Project

Workshops, Decorating Day and Take-Down Day

In 2010, 24 adults volunteers contributed 67 hours of their time to assist with the “fluffing” process while 43 volunteers contributed 93 hours of their time to decorate the Heritage District in holiday attire.

Police Department

Don Simpson, Police Chief

The Montgomery police department's 2010 annual report provides a summary of the department's activities during the year. Reported crime data and enforcement statistics, along with a summary of our community relations activities, provide a sense of the overall work of the department.

Staffing

The police department staffing levels have remained constant for the past several years at 21 full-time officers, two police clerks, one office manager, and one mayor's court clerk. 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 (S.R.O.), one traffic safety officer, and ten patrol officers.

Traffic and Crime Related Statistics

A total of 629 auto accidents were reported in 2010 with 180 of those crashes occurring on I-71. Tuesdays ranked as the top day of the week for accidents with the highest accident total of 121 crashes. Of the 144 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. During 2010, the department was recognized as a "Gold" level award winner in traffic safety efforts by AAA. The award criteria include measures of accident data as well as prevention and education efforts by the department. Montgomery was one of just a few police departments in Hamilton County to receive this award.

In 2010, the police department recorded a total of 229 "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. As in years past, "Theft" was the number one reported crime as it accounts for 85% of our total. We are happy to see our residential burglaries are at a 10-year low at only 11 during the year. The trend over the last 10 years has been an overall drop in reported crimes. Likewise, arrests have declined with a total of 321 arrests made during 2010 which includes 86 juvenile arrests.

Statistically, Montgomery has a very low crime rate when compared to other communities. Despite these numbers, 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 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, Internet safety, and addressing neighborhood associations and other groups on a variety of other issues. Additionally, our 3rd grade seat belt program taught by Officer Pat Giblin instructs children on the importance of wearing seat belts to save lives. This program is grant-funded through the Ohio Department of



Public Safety.

Our active participation in the Northeast Communities Challenge Coalition (NECCC) continued during 2010. The

Police Department

goal of the coalition is to prevent alcohol and drug use among the youth of our community. Lieutenant Jerry Beitman served on the community board as an advisor and was instrumental in organizing Server/Seller training for restaurants and businesses in the City. Our crime prevention officer, Tom Wagner, also presented training for the coalition in the area of Internet safety. The “Dangers of Social Networking” was a popular topic during 2010.

In an effort to expand our positive contacts with the youth of our community, we participated in a number of youth-related summer programs sponsored by the City. Officers participated in a “paintball challenge” fieldtrip, a horseback riding adventure and a trip to the “Great Wolf Lodge” for water park fun. Other events included our annual Safety Center open house, Speed Pitch booth at Bastille Day, the Weller Park “Touch a Truck” and a new “Big Rig” event at the City pool.

For the third year in a row officers and staff from the police department volunteered their time at the City car show serving refreshments and food. Proceeds from the event are donated to the Holiday family fund for those who are less fortunate.



Regional Partnerships and Collaboration Drug Abuse Reduction Task Force (DART)

The department continued to support DART during 2010. Officer Mike Davenport was assigned fulltime as a task force agent for the entire year. He immediately made an impact with the task force supervisors and was appointed Assistant Field Commander of the unit. 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 13 local law enforcement agencies that primarily address drug enforcement 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. During 2010, the unit arrested 121 people and recovered an assortment of illegal drugs with a street value of \$1,061,136.

Hamilton County Police Association (HCPA)

Montgomery Police officers take an active role in the HCPA. This association provides a number of services and resources to the residents of Montgomery and is a model for collaboration among regional communities. Montgomery officers, Sergeant John Crowell and Officer Bob Otte, serve on the SWAT team as team leaders and are a valuable part of this highly trained unit. Chief Don Simpson serves on the HCPA Executive Board and he and Lieutenant Jerry Beitman serve on the training committee as co-chairs. In addition to the SWAT team, the association provides a highly trained and equipped Underwater Search and Recovery Team. The association also sponsors a regional drug awareness and prevention “rock band” named “Most Wanted” who travels to our local schools delivering an anti-drug and alcohol message.

Mayors/Juvenile Court

The Montgomery Mayor’s Court, which is held two 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 2010, the Court heard cases resulting in \$176,047 in fines, fees and court costs. After assessing the required state fees, the City’s portion of the fund was \$128,595. Our Magistrate, Terry Gaines, retired after nearly 20 years of service to the community. After a competitive hiring process, Montgomery resident and Hamilton County Assistant Prosecutor Rick Gibson, was hired to fill the vacancy.

The Montgomery Juvenile Court, with Referee Terry Donnellon presiding, heard 34 criminal cases involving 56 juveniles. 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 continued to utilize Reading Youth Counseling Services for these and other juvenile cases.

2011 and beyond

The economic challenges of the last few years 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 the years to come.

Customer Service Department

Matthew Vanderhorst, Customer Service Director

The Customer Service Department provides assistance to citizens on matters related to living in, working in, and visiting Montgomery. Citizens can reserve a lodge or park shelter, sign up for the latest event or class being offered, apply for building, zoning or sign permits and receive assistance on zoning questions. The customer service department also manages the technology infrastructure of the City which includes the website, e-government services, employee appraisal software system, and technical support to all City staff. The customer service department is managed by Matthew Vanderhorst, Customer Service Director, and is staffed by two full-time customer service representatives, Evelyn Dumont and Chelsey Degenhardt, who work together to provide superior services.



In 2010, Chelsey participated in a LEAN process improvement team to improve the City's lost and found process. The team created a database that is accessible by all departments for items found, items reported lost and their disposition. This process has

vastly increased the efficiency of reuniting citizens with lost items. Also in 2010, Evelyn participated in a LEAN process to address inefficiencies in the memorial tree program. Items addressed in this process included exploring the purchase of a device that would allow public works employees to create the commemorative plaques for the trees in-house instead of contracting it out saving on cost, and developing new policies regarding the placement, species selection and replacement of dead or damaged trees. The revised process reduces the time required to complete a memorial tree request from almost nine months to two weeks.

The customer service department performed a comprehensive review of the City employee performance appraisal software system. Employees were surveyed to determine areas of the program that cause them problems and what should be added to make it easier to use. Matthew and Evelyn were able to negotiate a free upgrade to the existing performance appraisal system with added features to help streamline the process and other improvements that addressed problems that users were experiencing.

The end of 2010 marked the launch of the new City of Montgomery website, www.montgomeryohio.org. By taking advantage of the considerable artistic and programming skills of City staff and freely available software programs, the customer service department was able to create the new website and save thousands of dollars by not having to contract out for the work. The website went through several hours of user testing to ensure it was not only aesthetically pleasing and unique, but also easy to navigate and use.



In addition to a new website design, other online services were added or improved in 2010. An online park shelter reservation system has proven to be successful far beyond

expectations with over 80% of shelter reservations being completed online. This has allowed the front desk staff to accomplish other important projects and made it more convenient for citizens. Of those citizens who completed surveys regarding their online reservation experience, 100% rated the service as "excellent". A tool that was enhanced in 2010 was online chat on the City's website. 2010 is the first full year's experience the customer service department has had with this tool. Since it was started, the front desk has responded to 177 chat sessions, and of the 68 citizens who completed a survey, nearly 100% found the chat tool extremely useful and found staff courtesy to be excellent. The customer service department is pleased with the success of the chat program and plans to expand its use to other departments in 2011.

Staff has come to value and appreciate Chelsey's artistic talent which she utilized on several projects in 2010. She designed an extremely attractive invitation for the City's 15th anniversary Tree City Award luncheon and printed and prepared them completely in-house, saving the City nearly \$1,000 for the cost of professional printing services. She expertly painted exhibits for the Safety Center Open House, which was a popular hit with the attendees at that event. She worked on the design of various brochures and letterhead projects, including the finance department's comprehensive annual financial report cover and heading pages, and possibly most notably, the design of the City's holiday card, which goes out to hundreds of recipients. The City is fortunate to have such artistic talent to help make our communication pieces aesthetically pleasing and engaging.

Matthew and Evelyn, who are both members of the Customer Service task team, worked with the team to develop an in-house customer service seminar based on Joan Fox's book, *The Chronicles of Sir Vival, Customer Service Under Siege*. Joan is a resident of Montgomery and her talents and ideas were much appreciated by the Customer Service task team. This training was attended by a large percentage of both full and part time employees of the City in one of two half-day sessions, and was extremely well received by all attendees.

Community Engagement

Amber Morris, Community Engagement Director

The Community Engagement Department was established in 2010 to include the positions of Community Engagement Director, Assistant Community Engagement Director, Recreation and Leisure Living Services Coordinator and a part-time Citizen Involvement Coordinator (Volunteer Coordinator). This newly combined department will work as a team to utilize a variety of forums including special events and citizen development opportunities to support special projects and daily work. Ellen Hall left the Communications Coordinator position in June of 2010 and Faith Dickerhoof was hired in late fall to start in the position of Assistant Director in January of 2011. Joyce Yock resigned the position of Volunteer Coordinator and efforts to fill a modified version of this part-time position, Citizen Involvement Coordinator, will begin in spring of 2011.



A variety of programs and special events were offered throughout 2010 for toddlers, youth, teens, adults and seniors. More than 10,000 people of all ages participated in these programs and special events as participants, volunteers or spectators not including the almost 13,000 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 the new gingerbread decorating contest designed to complement the festival of trees contest. The biggest change in 2010 was the deletion of Sensory Sundays due to low registration. The Arts Commission began a similar event, "Live at the Uni", which was successful with averaging 100 people each performance. Also, the My Dog's Got Talent Show in the future will be combined with the annual K-9 Kerplunk dog swim at the pool to create "Dog Fest".

We continued offering innovative pricing options during the 2010 pool season including weekend, evening only, mid-season and grandchild memberships. The referral program had a successful second year with 72 returning members recruiting 72 new members. There were 13,858 total visits to

the pool last season with the highest daily attendance occurring on July 24th with 322 swimmers visiting that day. The average daily attendance was 140 each day and 453 members joined the pool. A total of 87 kids swam for the Makos Swim Team and 193 kids learned swimming skills through swim lessons. The three attributes that 2010 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.

Enhanced web-based services listed all recreation programming and event information online for ease of customer use and convenient registration on the City web site. This service continues to be popular for its convenience and up to date information as well as increased



communications with participants. Over 24,466 people per month go to the City website for information and services and we were 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 community. On a scale of 1 (needs improvement) to 5 (excellent), the program surveys average a 4.4 from participants who continually rate the recreation programs as quality activities that are a great value. All survey groups are used to identify which areas of service we should promote and where we can make changes to better meet the expectations of our customers.

Revenue for recreation programming was \$40,173; for pool operations \$239,968; for special events \$24,615 totaling \$304,756. Expenditures for recreations programming was \$47,655; pool operations \$235,269 and special events \$71,815 which totaled \$354,739.

Continued next page

Community Engagement

Montgomery citizen engagement efforts continued to expand the work of the leadership academy, the business association and chamber of



commerce, the civic collaborative and the MCLA alumni association. These efforts, along with other related work of the department, were evaluated through the ICMA Capstone Team in the spring of 2010. A compilation of all of the City's engagement efforts was shared with this team of four city professionals from across the country and they conducted internal and external interviews, research of best practices and assessment of current practices to provide a comprehensive look at how the City is doing in respect to our community engagement work. The overall result is that we are leading the way in terms of breadth of opportunities and efforts, there is room to improve the understanding among staff at all levels as to their role in this work, and the opportunity to further these efforts by linking the volunteer coordination role into the work being done to develop actively engaged citizens.

The Montgomery Citizens' Leadership Academy was the star of the assessment conducted by the ICMA Capstone Team. For 2010, the sessions were reviewed and revised to include new session exercises and more interaction of students. Twenty-seven citizens graduated from MCLA 2010 and joined the 51 other alumni. The class project of the 2010 class was the Montgomery Farmer's Market



which opened in June and ran through the end of October operating on Saturday mornings in the Shelly Lane Public Parking Lot. The market was designed to include activities and booths that targeted creating a community gathering place and engaging people.

In April of 2011, the MCLA Alumni will number over 100 citizens committed to serving as ambassadors to the community. Regular email communications that update and inform the group on City happenings and news go out monthly. The Alumni Summit was held in September 2010 and Bob Saul committed to restart regular monthly meetings of the Alumni so that the relationships and connections started in the academy are rekindled and the network of community strengthened through the regular sharing of ideas.

An Open City Hall Blog site for community input on monthly questions has had 1,605 visitors, 235 participants and 173 subscribers who have responded to topics ranging from if one's vote counts



and solutions to weed control to nominating community stars. The Open City Hall work group will continue to generate thoughtful discussion on-line regarding a range of topical, provocative subjects. Follow-up articles addressing comments or concerns that generated discussion on the Open City Hall Blog and sharing how the comments will be used are included in the monthly Montgomery Bulletin.

The Civic Collaborative developed into Connect Montgomery in 2010. Connect Montgomery consists of a variety of civic groups, faith-based institutions, neighborhood associations and sport organizations that have decided to collaborate. This group meets quarterly with a goal to develop resolutions to challenges faced by the collaborative participants including spurring community involvement, increasing volunteerism, increasing membership and heightening effective community-wide communications. City Council approved

a \$10,000 grant in November 2009, to help the Collaborative move forward with a website design, ConnectMontgomery.org, which launched in late spring 2010. The City has a page on this website and uses monthly bulletin articles to increase awareness of the content and usefulness of this site.

The District Business Association, comprised 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 16,000 'hits.' The City of Montgomery purchased a page on the website and promotes events and news in the community and posts photos to ensure an inviting page. The Association joined the Montgomery Chamber of Commerce in 2010 and the plan is to have both business-serving entities working together to maintain a vibrant, successful business base in Montgomery.

More than 140 new residents were welcomed to the community in 2010 with a packet of informative resource materials to help them learn more about what the City has to offer its residents. MCLA Alumni led an effort to send handwritten notes to new residents to give them a local neighborhood contact person. Discussions with other local jurisdictions have generated support for a community-wide welcome reception to be held in the spring of 2011 with the goal of showcasing opportunities for involvement in the community and providing the connections to build relationships with new residents.



Based on the 2010 Resident Survey, the Montgomery Bulletin is the most relied upon source of information in the community. This informative monthly resource for residents and businesses 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 comment to Open City Hall, awareness of our social media outlets, promotion of the



Districtonline.com and ConnectMontgomery.org and other engaging opportunities. Social media continues to grow in its usefulness with 240 likers on Facebook, 64 followers on Twitter and 3,300 views on YouTube.

A team of City staff, including members of the Fire, Police, Tax and Administration departments, have met to assign business calling activities in an effort to expand the relationship between local government and Montgomery businesses. In 2010, the team met with over 150 different businesses, passed along information relative to business related City services and established a line of communication for continued conversation. The goal of the business calling effort is to increase awareness among business owners about unique City services, specialized zoning and permit information and appreciation for their continued presence in the community.

Other community engagement activities include expanded involvement of citizens in City events as volunteers and as ambassadors in the City information booths at these venues. Community input sessions titled *Montgomery Tomorrow* invited citizen input for the development of a five-year strategic plan that will be established in 2011. The City offered multiple opportunities, including a convenient online format and several public forums, for providing comment on the desired future of the community. The Play-It-Again interactive piano exhibit was hosted in downtown Montgomery in partnership with the District Business Association. The City also participated in the Farmer's Market to engage citizens in dialogue about the community and our services. Also, in order to learn new ideas, the City staff participated in an exchange of ideas with Decatur, Georgia, and took away some great information on other engaging formats, including expanded partnerships at events to consider in the future.

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

- Quote From a Montgomery Citizens’ Leadership Academy Graduate



The City of Montgomery
10101 Montgomery Road
Montgomery, Ohio 45242-5344

www.montgomeryohio.org