

2015 City of Montgomery, Ohio Annual Report

Overview



About this report

The annual report is a comprehensive document detailing the achievements across all City departments and includes a full financial record for 2015. The annual report is 100% web-based and contains videos and interactive charts. In addition, each page is printer friendly.

Mission

“Providing superior services and engaging with you to enhance our community!”
This report outlines how Montgomery City Council and City staff worked to deliver on this mission in 2015.

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 10,251 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. Sycamore Community Schools operate 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, Columbia Chevrolet, Camargo Cadillac and many banking institutions just to name a few. 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.

Vision

Our efforts are focused on striving to attain...

1. A community that is forward thinking, yet respects its rich history and tradition and emphasizes the importance of blending history with innovation for a prosperous future.
2. Partnerships with citizens, businesses, and organizations who are engaged and bring diversity in background, beliefs and talents, and contribute to the success of our community.
3. Vibrant and prosperous businesses and organizations that make Montgomery a premier location for entertainment, shopping, and employment opportunities.
4. Diverse housing options, safe neighborhoods, renowned schools, outstanding parks, and hometown special events.
5. A City that delivers superior and innovative services and programs that are financially self-sustainable.
6. Employees who represent the very best in public service.

7. Stewardship of our environment.

We are Montgomery!

Administration



The administration department is comprised of the city manager and the human resources manager. Under the city manager, the administration department provides professional leadership in the execution of City Council policies and the day-to-day management of the City. The department is responsible for overseeing the coordination and direction of all City services on a daily basis, provides direct support to Montgomery City Council and serves as a liaison between the City of Montgomery and other organizations.

2016-2021 Strategic Plan

The City of Montgomery uses strategic planning to set long-term goals and these goals then guide the City. Over the past 20 years, the City has undertaken strategic planning in five-year increments. This strategic plan serves as a tool that is used extensively by City Council and the City workforce to track and manage progress toward the completion of the strategies associated with each goal.

In 2015, the City contracted with the University of Cincinnati's Institute for Policy Research and Management Partners, Inc. to conduct a resident survey. A total of 911 households responded. City staff also prepared an environmental scan that

provided trend data and projections about major factors that are likely to affect the City in the future. Both of these efforts helped City Council members and staff prepare for the strategic planning workshop.

In collaboration with the City's strategic planning team, Management Partners, INC. prepared a workbook to assist participants with their preparation for the strategic planning workshop. The two-day workshop, held in August of 2015, included the Mayor, City Council members, city manager department directors and staff from each department. During the strategic planning workshop, City leaders and staff worked together to refine the vision and mission, and craft goals and strategies to guide the City to the year 2021.

The final draft of the 2016-2021 strategic plan was approved by City Council on December 2, 2015. The new strategic plan consists of the following five goals:

Goal 1: Montgomery delivers core services through innovation and partnerships consistent with our vision by assessing changes in customer demands, demographics and the environment.

Goal 2: Montgomery has a quality of life that makes it a premier community.

Goal 3: Montgomery attracts and retains businesses that contribute to the long-term stability of the City, while maintaining our small town historic feel.

Goal 4: Montgomery will retain and attract quality and diverse housing options while maintaining a small town feel and effectively managing the infrastructure impacts of redevelopment.

Goal 5: Montgomery's fiscal plan supports City operations consistent with policy, while managing risk to provide services in the most efficient and effective manner.

Gateway Redevelopment Area (GRA)

The Montgomery Community Improvement Corporation (CIC), on behalf of the City, issued a Request for Qualifications (RFQ) in early January to seek a team of qualified real estate developers with experience in mixed-use infill projects to partner with the CIC on the redevelopment of the GRA. The CIC received thirteen submissions in response to the RFQ and narrowed the list down to four development teams who were issued a Request for Proposals (RFP) in May. The CIC sought a development team with a commitment to a pedestrian-oriented design, efficiencies in traffic flow and parking needs of the area, and the understanding of the need for the development to be complementary to the adjacent historic district.

On October 7, the CIC voted to designate Gateway Partners, LLC as the preferred developer for the GRA. Gateway Partners, LLC is a partnership of several development companies, with the team led by Great Traditions Land and Development Company. Great Traditions partnered with Brandicorp, Greiwe Development Group, North American Properties and Sibcy Cline to assist the CIC in developing this exciting mixed-use project. The team proposed a mix of professional office and restaurant space with townhomes and condominiums and the concept of a boutique hotel. Gateway Partners, LLC will continue to work with City staff on the design, construction, financing and management of an integrated Master Plan for the site on an integrated, mixed-use project that is compatible in scale and design to the adjacent Historic District.

The City initiated discussions with the Ohio Department of Transportation (ODOT) regarding potential modifications to the interchange of Ronald Reagan Cross County Highway and Montgomery Road. An initial traffic analysis and study was completed and reviewed with ODOT officials. The City was authorized to proceed with conducting additional traffic counts and analysis to submit a request for certified traffic information to ODOT.

Sister Cities Exchanges



Montgomery Mayor Todd Steinbrink and Neuilly Plaisance Mayor Christian Demunyck rode motorcycles in Neuilly Plaisance's inaugural July 4 parade.

In early July, Mayor Todd Steinbrink joined former Montgomery Mayor Gary Blomberg, City Manager Wayne Davis, and Sister Cities Commission member Jack Wild, as they traveled to Montgomery's Sister City, Neuilly-Plaisance, France, to assist with its inaugural July 4th Celebration. "Week-end de l'Amitie" honored the

City of Montgomery and the twinning relationship. Neuilly-Plaisance also dedicated a street in honor of the City of Montgomery, “chemin de Montgomery.” The event was a success and attracted over 100 volunteers, a rare feat in a country not known for volunteerism.

While visiting Neuilly-Plaisance, Mayor Steinbrink and the Montgomery contingent also addressed future exchanges with Neuilly-Plaisance Mayor Christian Demunyck. They identified opportunities for smaller groups to visit each city every year or every other year.

Several representatives from Montgomery, Ohio, also visited the Village of Montgomery, New York, to rekindle a sister cities relationship that was created several years ago. Many original Montgomery, Ohio, settlers originated from the Village of Montgomery, New York. Montgomery City Council and staff participated in the General Montgomery Day parade on September 12, 2015 and met with several Village officials to develop a schedule for future interactions to build the relationship.

Shared Service Opportunities

The City continued to pursue shared services opportunities in the following areas:

- The City continued to invest in the productive technology partnership created with Sycamore Community Schools in 2014. In 2015, a shared telephone system was installed and is managed by Sycamore Community Schools for the City of Montgomery. In total, the City saved over \$15,500 in 2015 and will continue to see similar savings in the coming years.
- The City partnered with the City of Blue Ash for street maintenance and information sharing on winter weather operations.
- The public works department continues maintenance of the I-275/Montgomery Road intersection. This effort was accomplished in partnership with Ohio Department of Transportation, Sycamore Township and Symmes Township to maintain the I-275 overpass area on Montgomery Road from Weller Road to Vintage Club Boulevard to include street sweeping, cleaning of medians and mowing of identified areas around the overpass.

The City’s shared services pursuits demonstrate commitment to regional leadership and stewardship for all of the taxpayers in the region and the State.

Staff: Local, Regional and National Organizational Leadership Roles

In 2015, the City continued its role in leading in regional, State and national organizations. To this end, several City staff members contributed and will continue to contribute their resources, over and above their primary job responsibilities, to a variety of professional organizations. The following is only a partial listing of the groups to which City staff contributed:

- Brian Riblet, public works director, was the 2nd Vice President of the Public Works Officers Association of Southwest Ohio (PWOSO);
- Paul Wright, fire chief, is the President of the Ohio Fire Chiefs Association (OFCA);
- Don Simpson, police chief, was the 1st Vice President of the Hamilton County Police Association (HCPA) and Executive Board member of the Drug Abuse Reduction Task Force;
- Matthew Vanderhorst, community and information services director, provided a leadership role to the National Association of Government Web Professionals, was a member of the Advancing New Leader working group for the Alliance for Innovation and was on the planning committee for the national Big Ideas Conference, also conducted by the Alliance for Innovation;
- Connie Gaylor, administrative coordinator, was the Vice President of the Greater Cincinnati Chapter of the American Society of Public Administrators and was a member of the Ohio Municipal Clerks Association;
- John Crowell, police lieutenant, was the Commander of the Special Weapons and Tactics (SWAT) Team in Hamilton County;
- Ben Shapiro, assistant fire chief, was the Operations Officer for the Hamilton County Arson Investigation Unit;
- Wayne Davis, city manager, was a board member for the Ohio City/County Management Association;
- Paul Payne, Sycamore High School resource officer, was the President for the Ohio School Resource Officers Association;
- Ja'net Crawford, mayor's court clerk, was the State Vice-President with the Association of Mayor's Court Clerks of Ohio;
- Kelly Beach, former assistant finance director/tax commissioner, and Cindy Abner, finance specialist, were both members of the Southwest Ohio Tax Administrators Association (SWOTAA);
- Tracy Roblero, community development director, was a member of the American Planners Association; and
- Melissa Hays, zoning and code compliance officer, was a member of the American Planners Association.

Grants

Staff continually seeks out grant funding sources from State and local levels that aid the City in completing its many capital improvement and equipment replacement programs. The following is a list of grants that were received in 2015.

The City received grant fund reimbursements from JobsOhio (\$217,720) and ODOT (\$143,696) for the Pfeiffer Road Resurfacing Project this past summer. This officially allows us to close out the 2014 Street Resurfacing Program.

The fire department received a grant from the State of Ohio Division of Emergency Medical Services for 2015-2016 in the amount of \$3,500. The grant was used for training and equipment for City personnel to allow for continuing education requirements for the EMTs and Paramedics, as well as for some

equipment gaps identified within the department. Funding for this grant comes from seat belt fines paid by drivers cited for not wearing their seat belts.



The City received \$60,000 in Community Development Block Grant funds from Hamilton County as partial reimbursement for the demolition cost of the former Williams Ford building at the Gateway Redevelopment Area. The Community Development Block Grant (CDBG) program is a flexible program, administered by the United States Department of Housing and Urban Development that provides communities with resources to address a wide range of unique community development needs.

Achievements

The City of Montgomery was formally recognized for a number of achievements in 2015.

The Government Finance Officers Association (GFOA) awarded the City the Certificate of Achievement for Excellence in Financial Reporting for its Comprehensive Annual Financial Report (CAFR) for the fiscal year ending December 31, 2014. This is a great honor for the City of Montgomery, as it is the highest form of recognition in governmental accounting and financial reporting. The year 2015 represents the 20th consecutive year the City has received this award. The City website received the Pinnacle Award for the City/County Small Population Group from the National Association of Government Web Professionals during its annual conference in September.

The Miami Valley Risk Management Association (MVRMA) completed the 2014/2015 Safety Performance Evaluation Checklist (SPEC) assessment of the City of Montgomery's safety program and loss control measures resulting in a 100% compliance rating with the safety compliance checklist.

The City received a Tree City USA Award and a Growth Award, marking the 19th consecutive year for the Tree City USA recognition and the 16th Growth Award the City has received since 1998.

For the fifth consecutive year, the City of Montgomery received the American Automobile Association's (AAA) gold award for success within the area of traffic safety.

The fire department received an Insurance Services Office (ISO) rating of 2 as a result of the review of the department's operations. In 2015, 132 fire departments were rated Class 1 and only 1,060 departments were rated as Class 2; there are 48,754 fire departments across the country. Communities with a Class 1 or Class 2 rating result in lower insurance costs for their businesses and residents.

The City of Montgomery was recognized as a Gold Fit-Friendly Worksite by the American Heart Association. This award is a reflection of the strong commitment the City places on providing a healthy workplace for its employees.

The City of Montgomery was named a finalist among 29 greater Cincinnati companies/organizations for the "2015 Healthiest Employer Awards" recognized by the Cincinnati Business Courier.

Clearly, 2015 continued the City's trend of outstanding value for the community it serves. The City is positioned to carry forward its tradition of maintaining financial stability, fostering community engagement and seeking innovation in outstanding customer service delivery – all with an eye on delivering value to our customers who are the citizens, businesses, visitors and institutions which make up our community.

City Council



2015 Elected Officials

Ann Combs
Chris Dobrozsi
Gerri Harbison
Craig Margolis
Lynda Roesch
Todd Steinbrink-Retired December 2, 2015
Ken Suer
Mike Cappel-Sworn in on December 2, 2015

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 with the support of a clerk of council and a law director. All City Council members are elected at large by a popular vote of residents for staggered terms of four years. Once seated, City Council members choose the Mayor who serves for a two-year term.

City Council is responsible for establishing policies and enacting legislation necessary for municipal operations. City Council appoints the city manager, law director and clerk of council. By charter, the city manager serves as the City's chief executive, administrative and law enforcement officer.

On December 2, Mrs. Harbison, Mr. Dobrozsi, Ms. Roesch, Mr. Margolis and Mr. Cappel accepted their oaths of office. The City Council then elected Chris Dobrozsi

as Mayor and Lynda Roesch as Vice Mayor. City Council also thanked outgoing City Councilmember Todd Steinbrink for his many years of service to our community.

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

In an effort to maintain communications between City Council and the boards, commissions and civic organizations, several initiatives were undertaken including:

- Each board/commission chair was invited to update City Council on the activities and work of the respective board/commission for the previous year.
- City Council and the administration conducted an annual board and commission member orientation session.
- A Community Leadership Forum was held to provide an opportunity for volunteers, representatives of neighborhood associations, civic groups, local school officials, elected officials and City administration to discuss topics of interest.

As part of City Council's responsibilities for establishing policies and enacting legislation, it oversaw operations and administration of a budget of \$19,288,343 and adopted 46 ordinances and resolutions, the highlights of which follow:

2015 Council Action

- Adopted a tax budget for 2016
- Adopted a Five-year Capital Improvement Program for the City of Montgomery
- Adopted a Five-Year Strategic Plan for the City of Montgomery
- Authorized a Moratorium on the Collection of Building and Zoning Permit Fees for Solar Installations
- Authorized the Police Department to Participate in the Hamilton County Heroin Coalition Task-Force
- Authorized A Resolution to Adopt Recommendation of the Montgomery Tax Incentive Review Council with Respect to the Compliance of all Tax Increment Financing Districts within the City of Montgomery
- Authorized the City Manager to enter into contracts with CT Consultants for professional services related to general engineering and architectural services; with Swimsafe Pool Management, Inc. to provide services related to the operation and management of the Montgomery Municipal Pool; with Frost Brown Todd, LLC to provide special counsel services; with Donnellon, Donnellon and Miller to provide legal services; and with the Sycamore Community School District Board of Education for the School Resource Officer to Sycamore High School for the school years 2015-2016

- Authorized the City Manager to Enter into a Labor Agreement with the Montgomery Firefighters IAFF Local 4391 for Wages and Benefits from April 1, 2015 through March 31, 2018
- Authorized the City Manager to enter into contracts with Prus Construction Company for the 2015 Street Resurfacing Program; with American Pavements, Inc. for the 2015 Bituminous “Black Mat’ Surfacing Project; with Complete Demolition Services, LLC to complete the Demolition of the Former Ford Dealership Buildings; and with North American Salt Company for the purchase of de-icing rock salt for the 2016 season
- Authorized the City Manager to enter into a LPA Local-Let Project Agreement with the Ohio Department of Transportation (ODOT) for the Ham-US 22-15.35 Montgomery Road Sidewalk project, PID No. 99954
- Authorized the City Manager to enter into a Contract with Lebanon Ford for the Purchase of a 2015 Ford F-550 One-Ton Dump Truck
- Authorized the City Manager to Accept the Proposed 2016-2017 Option Years With Rumpke Of Ohio, Inc.
- Authorized a Contract with Dynegy Energy Services (East), LLC
- Adopted an Ordinance implementing duties upon approaching Stationary Public Safety, Emergency or Road Service Vehicle Displaying Flashing Lights
- Established a New Environmental Impact Fee Structure and Amending Code Section 153.05

Community and Information Services



The Montgomery Citizens' Leadership Academy Class of 2015 visited Maple Dale Elementary as a part of the 10-session curriculum and tried out their artistic skills.

The community and information services department is responsible for the planning and implementation of community engagement efforts, volunteer coordination, information technology services, front desk customer services and administrative support and services. The department also serves as the focal point for all City communications. The department is managed by a community and information services director, an administrative coordinator, a communications and engagement coordinator, a customer service representative and a volunteer coordinator. The department also works with a contracted director of citizen engagement. It is the daily goal of these staff members to deliver services that meet the City's mission, with actions and behaviors consistent with the City's values and leadership philosophy.

Several personnel changes took place in 2015. Following 31 years of public service, Susan Hamm retired as administrative coordinator and clerk of council. Following Susan's retirement, Connie Gaylor was promoted from customer service

representative to administrative coordinator and clerk of council. Julie Kipper was hired in February 2015 to fill the role of customer service representative.

Community Engagement

The Montgomery Citizens' Leadership Academy (MCLA) continued to be a popular activity for some of our most engaged citizens. Twenty-three residents became highly engaged citizens over the course of twelve weeks by diving deep into issues of local importance and gaining first-hand knowledge of the inner workings of local government and each of our partners: Sycamore Community Schools, Bethesda North Hospital, Twin Lakes Senior Living Community, Hamilton County Regional Operations Center and Ohio National Financial Services.

The MCLA Alumni Reunion Summit was held on June 25 at Terwilliger Lodge. Forty-five MCLA Alumni, City Council and City staff convened to discuss and analyze the findings of the survey of residents conducted by the University of Cincinnati Institute for Policy Research and Management Partners, Inc. The results of the survey were used as a basis for future strategic planning efforts.

The community and information services department facilitated the City's 2016-2021 strategic planning process which was accomplished through the collaboration between City Council and staff from all levels of the organization. An important component of the strategic planning process was gathering community input from the survey of residents, during the MCLA Reunion Summit and the Community Leadership Forum.

In 2015, the Community Engagement Grant was awarded to the Montgomery Farmers' Market to create engaging programming for the many residents and visitors who shop locally at the Saturday morning Farmers' Market. Examples of this programming included musicians, breakfast with community representatives, a Farmers' Market cooking competition and examples of children's engagement including a market mascot and a taste-a-thon.

The community and information services staff, with participation from other key City staff members from the police department and community development department, hosted two Neighborhood Leaders Forums, one in May and a second in November. The May forum focused on the increasing heroin epidemic and its impact on crime prevention. The November forum included a discussion on the economic development opportunities at the Gateway Redevelopment Area and common questions regarding property maintenance.

Customer Service

In 2015, Terwilliger Lodge received building updates and improvements. In August,

a new keypad system was installed for Terwilliger Lodge to replace the older key card system. Renters are now provided a four-digit access code that only allows entry to the Lodge during their designated rental period. The system has an administrative interface that allows community and information services staff and the police department to monitor entry of the building, and secure the main entrance door remotely. In November, new carpet was installed in the main room of Terwilliger Lodge. The Wi-Fi internet access at the Lodge was upgraded from Cincinnati Bell's Zoomtown internet service to the latest Fioptics service. The installation was completed in December.

Volunteerism

In January 2015, 21 volunteers prepared the holiday decorations for storage. In April, volunteers assisted with basket planting (28 volunteers), the Arbor Day seedling bag and tag project (9) and tax office activities (2). In May, 58 volunteers participated in Beautification Day and during two weeks in June, 29 volunteers helped make Safety Village a success for the future citizens of Montgomery. In July, 181 volunteers contributed hundreds of hours towards the success of the July 3 concert, July 4 festivities and Bastille Day, making these events the most successful events to date. The year was rounded out with DogFest (2), Harvest Moon Festival (29), Holiday Decorating Workshop and Decorating Day (67) and Holiday in the Village (13). In addition to all of these special events, volunteers also helped with weeding the butterfly garden in Pioneer Park, various front desk coverage needs and office tasks.

In 2015, more than 400 volunteers donated 3,678 hours of service to the community. This represents a dollar value of \$73,568. In April of 2015, five exceptional volunteers were added to the Volunteer Walk of Fame. This brick path, located in Montgomery Park, was created to recognize volunteers who have made substantial contributions to the City through their volunteer service.

Information Technology

The City continued to invest in improving its information technology infrastructure in 2015. In 2014, a partnership was created with Sycamore Community Schools to provide wide area network infrastructure and network engineering support. The success of the partnership has led to other technology enhancements in 2015



including the replacement of an outdated telephone system with one that is shared between both the City of Montgomery and Sycamore Community Schools. In total, this successful partnership will save the City over \$15,500 per year and has provided additional resources to Sycamore Community Schools to offer improved service to its students, teachers, and staff.

The City of Montgomery website received the Pinnacle Award for the City/County Small Population Group category during the National Association of Government Web Professionals (NAGW) conference on September 24. Pinnacle Awards are judged by a group of web professionals within and outside of the government web industry and are awarded to the best entries based on the following criteria: team size, content, organization, design, performance and flexibility, accessibility standards and interactivity.

During the summer of 2015, the City of Montgomery partnered with Protocol Communications to upgrade the computer network cabling at the Montgomery Safety Center. The original cabling was installed in the late 1990s and could not support emerging needs such as voice over internet protocol (VOIP) and video streaming.

Community Development



The community development department is responsible for administering the City's building and zoning codes as well as property maintenance code enforcement. The department consists of three full-time staff, which includes a director, zoning and code compliance officer and a building and development office manager. In addition, there is a part-time special projects coordinator as well as support from the community and information services staff and an inspector in the public works department. The City contracts for building, electrical and plumbing plan review and inspections with outside agencies. In addition to building permitting, the community development department is also responsible for strategic and long-range planning, economic and business development and general community development projects. It provides staff support to the Planning Commission, Landmarks Commission and the Board of Zoning Appeals.

Development Activity



Fifth Third Bank completed a demolition and rebuild of the bank building located at 9990 Montgomery Road.

The Christ Hospital Health Network Outpatient Center and medical offices on the southwest portion of the Vintage Club property opened in 2015. A new 80,000 square foot medical office building and a 20,000 square foot surgery center were built by the developer, Brandicorp, with the City constructing a 321-space parking garage under a portion of the larger building. The community development department continued discussions with the developer regarding future plans for the rest of the commercial section of the property.

At the other end of Montgomery Road, the Community Improvement Corporation (CIC) issued a request for proposals for the 11.5 acres of property known as the Gateway Redevelopment Area located at the northeast corner of Montgomery Road

and Ronald Reagan Cross County Highway. The site consists of the former Chevrolet dealership at 9292 Montgomery Road and the former Ford dealership at 9260 Montgomery Road as well as approximately 2.5 acres of land purchased from Hamilton County abutting Ronald Reagan Cross County Highway. The CIC authorized the city manager to negotiate a preferred developer agreement with Gateway Partners: a development team consisting of Great Traditions, Brandicorp, Greiwe Development, North American Properties and Sibcy Cline. The CIC envisions an integrated, mixed-use project that is complementary in scale and design to the adjacent historic district and sensitive to the real estate market.

There were other positive developments in the City during the year, including the opening of nineteen new businesses. Fifth Third Bank completed a demolition and rebuild of the bank building located at 9990 Montgomery Road. The bank chose Montgomery as the location of the prototype store for its new model which opened in January of 2016. The builder for Montgomery Hill at the corner of Main Street and Remington Road applied for and received approval for an additional three-unit building across the street from Montgomery Hill at 7925 Remington Road. Work on this project was nearing completion at the end of 2015. Twin Lakes Senior Living Community demolished the former Honda buildings on Montgomery Road in order to accommodate a building expansion and potential retail use along Montgomery Road.

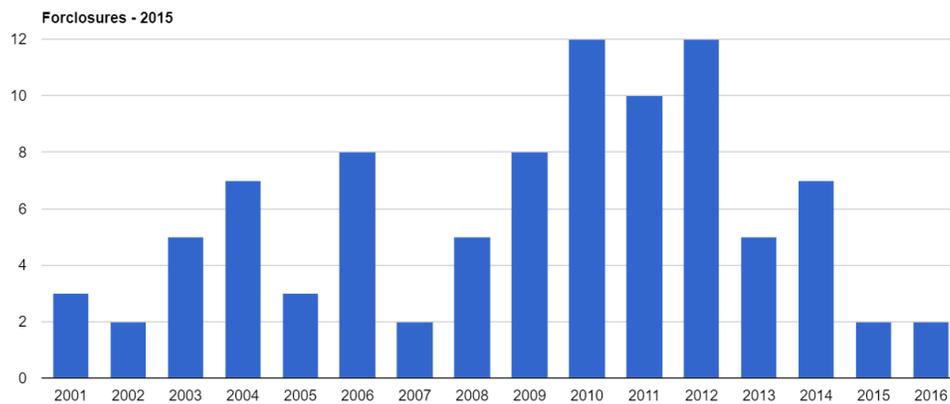
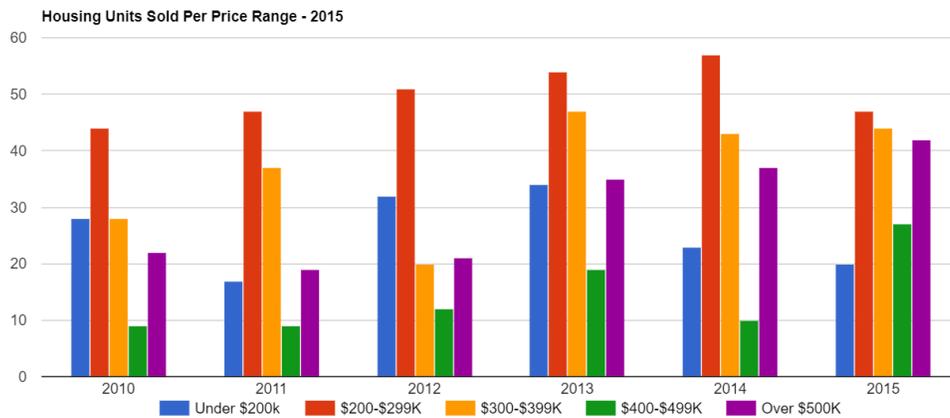
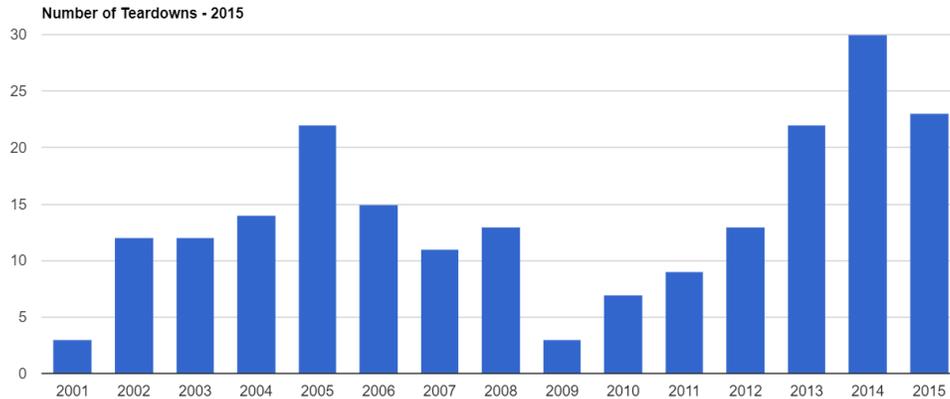


Remington Townhomes

Only one commercial building permit for new construction and expansion was issued in 2015 for the construction of the new Fifth Third Bank building, which is lower than the three commercial building permits for new construction and expansion which were issued in 2014. The total value of improvements for commercial new construction, expansion and additions was also significantly lower than in 2014. The total value of new commercial, commercial additions and alterations was \$9.7 million in 2015 versus \$12.8 million in 2014.

The residential sector was busy in 2015 with the building department issuing 32 permits for new homes and 65 permits for residential remodeling/room additions. The total value of residential construction was estimated at \$20.4

million. The number of teardowns has also increased dramatically. The City issued 23 demolition permits in 2015, which nearly mirrors the number of demolition permits issued in 2013 of 22 permits. A record 30 residential demolition permits were issued in 2014. Since 2001, there have been a total of 209 teardowns in the City.



Finance



The finance department is responsible for preparing and maintaining the operating and capital budgets, cash management and investments, purchasing, payroll and income tax collections. The finance department consists of two offices, income tax and accounting.

In 2015, Montgomery's operating budget totaled \$15.7 million. In addition to the operating budget, the City's finance department administers a capital budget, with a four-year cash forecast.

In 2015, the finance department continued its participation in the City's performance measurement process. This effort involves the tracking and collection of performance measurement data, which will ultimately be used by the department and the City to benchmark against finance departments in other municipalities.

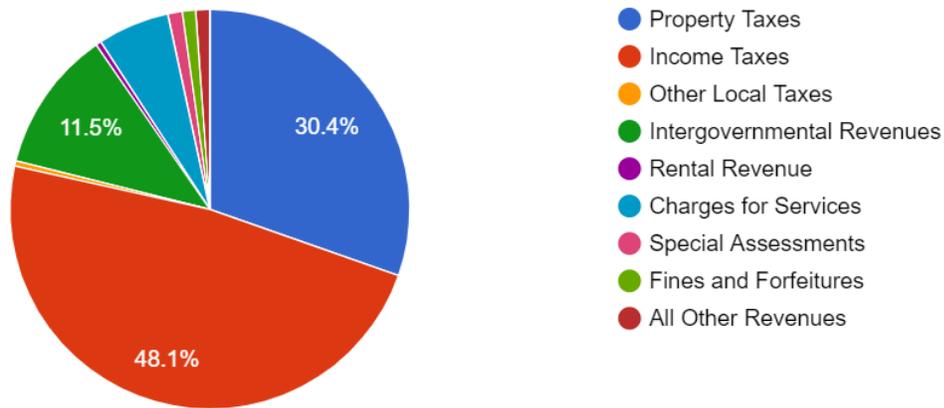
Revenue and Expenditures

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 2015, the finance department was responsible for the collection of approximately \$8.4 million in income tax revenues and \$5.0 million in property tax revenues. In addition, the department is responsible for managing an investment portfolio of more than \$20 million.

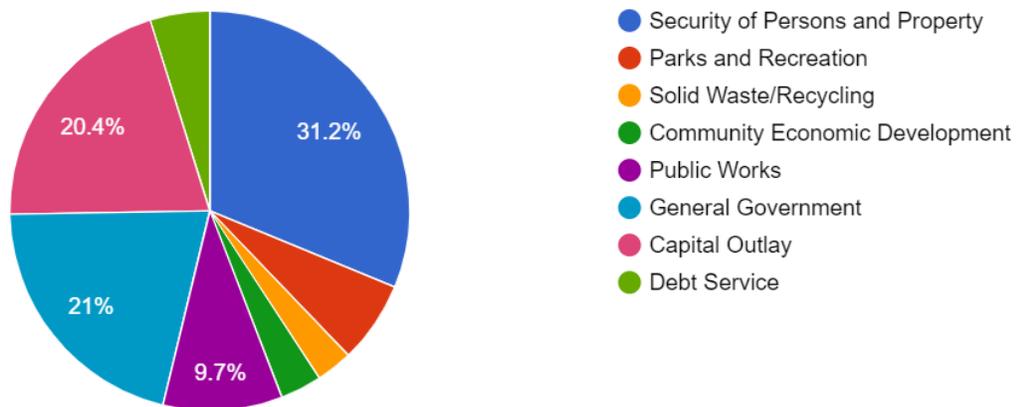
As with most municipalities, public safety, property protection and emergency services are the largest governmental functions. General government and public works, including solid waste and recycling, account for over 34% of the remaining expenditures.

The finance department prepares quarterly and annual reports including the Comprehensive Annual Financial Report (CAFR). In 2015, for the twentieth consecutive year, the City was awarded the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the City's 2014 CAFR. Moody's Investor Services continues to recognize the City's credit worthiness by assigning an Aaa credit rating to our debt. Montgomery is one of only 10 communities in the State of Ohio to be rated in this category.

2015 Where the Money Comes From



2015 Where the Money Goes



Income Tax Revenue

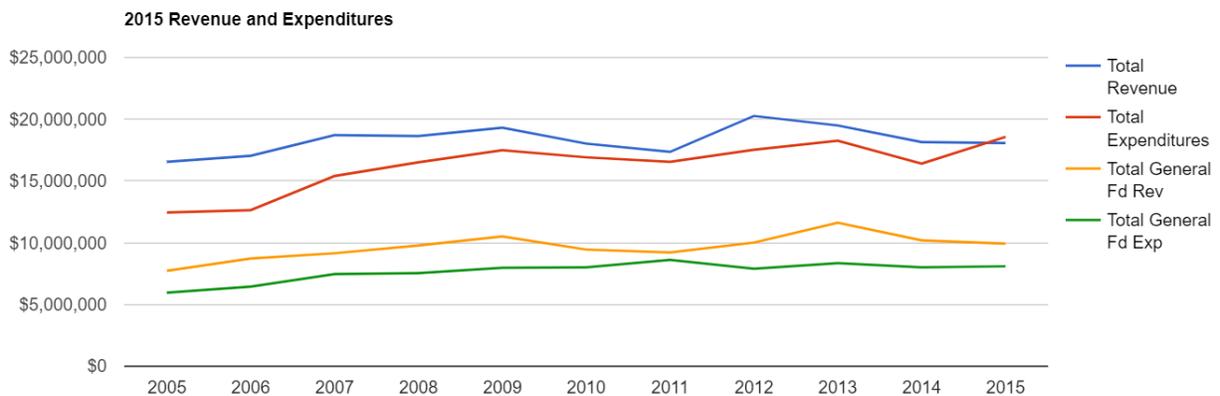
As depicted in the graph, income tax collections rose dramatically in 2008 from 2007, as a result of construction activity with one of the City's major employers;

however, in 2009, income tax revenues decreased 10% from the amount collected in 2008. Income tax revenues have been increasing each year since the 2009 economic downturn; with 2015 revenues exceeded collections from 2008 by 8.3%.

For purposes of balancing operations with capital investments and related debt service, income tax revenues are distributed into three funds according to the following allocation: 76% to the General Fund; 20% to the Capital Improvement Fund; and 4% to the Debt Retirement Fund.

Total Revenues and Expenditure

The line chart titled “Total Revenues and Expenditures including General Fund 2005-2015” 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.



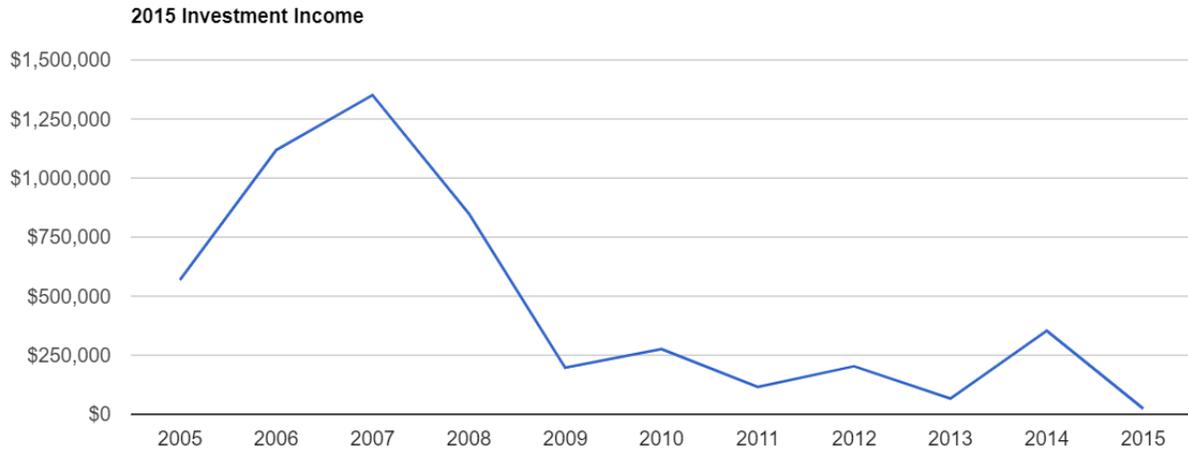
Sound Financial Policies

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 which range from \$568,358 in 2005 to \$20,625 in 2015. City Council adopted a conservative investment policy which 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 objective of the City’s investment activities is the preservation

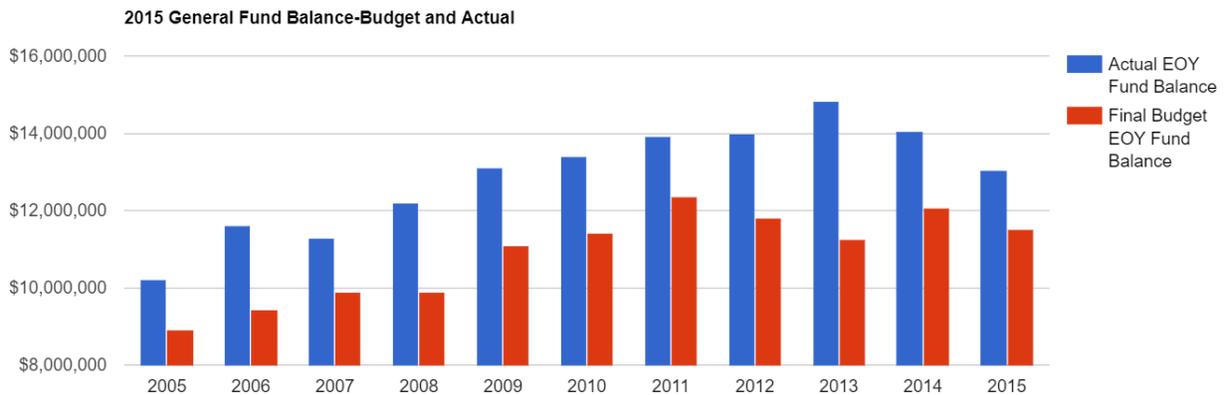
of capital and liquidity, maximizing investment income and conforming to State laws governing the investment of public funds.



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 both the General Fund and Fire/EMS Levy 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” depicts that actual year-end fund balances have exceeded budget estimates.



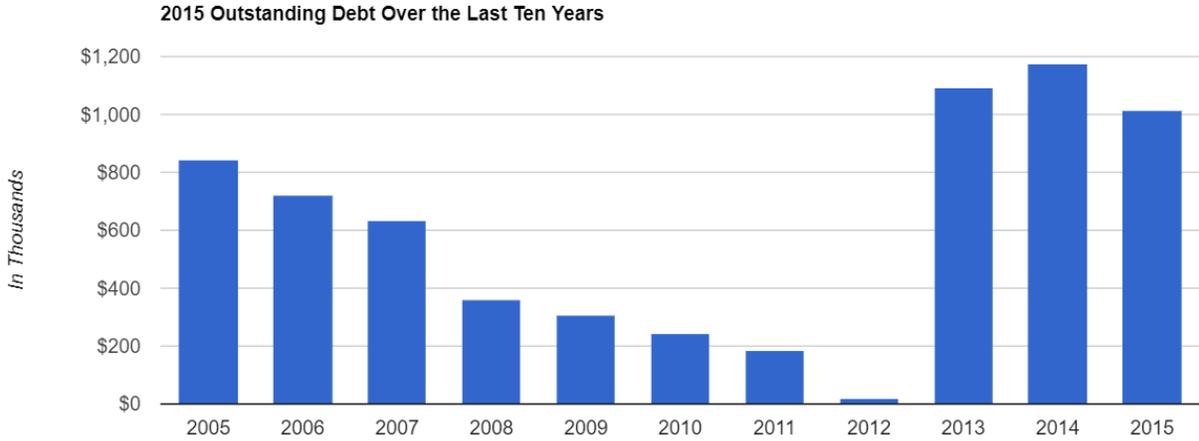
Debt

On December 31, 2015, the City had \$14,036,516 of bonded debt; of this amount \$13,165,000 is special obligation debt and \$871,516 is special assessment debt.

In May of 2013, the City issued \$13,265,000 of special obligation bonds to finance public improvements which consisted of constructing a roadway and public garage at the commercial/residential development known as the Vintage Club. The repayment of the bonds is secured by payments in lieu of taxes generated within the tax increment financing district which encompasses the entire Vintage Club development. The development includes a high-end housing development, two medical office buildings consisting of 100,000 square feet occupied by the Christ Hospital Health Network and plans for future commercial development in the undeveloped parcels in both the north and south sections.

The \$2,800,000 general obligation debt was issued as a one-year note for real estate acquisition of the former Ford dealership at the Gateway Redevelopment Area and was paid off in June 2015.

The chart below depicts the total outstanding debt for the City over the last ten years.



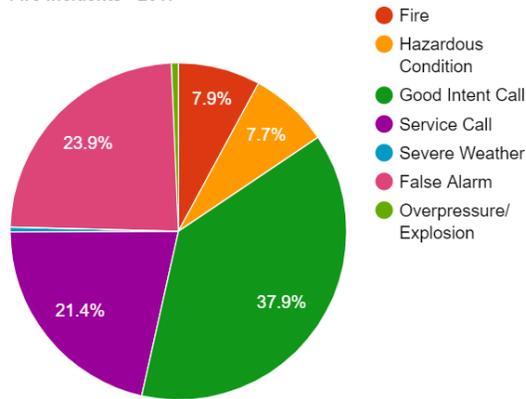
Fire/EMS



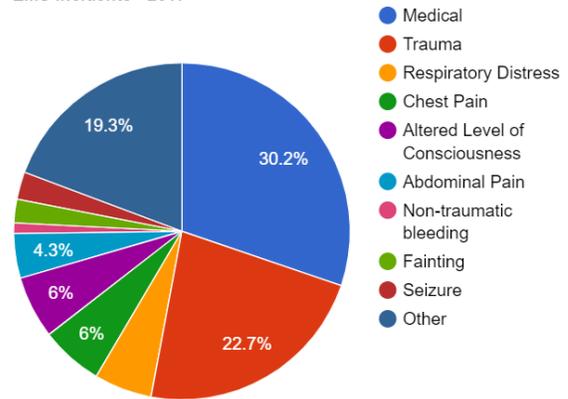
The fire department staffs the fire station with dedicated and professional personnel 24-hours per day. The staff consists of nine full-time firefighter/paramedics, one customer service representative and 35 part-time firefighter/paramedic/emergency medical technicians. The station houses two medic ambulances, one rescue pumper, one fire engine, one Quint fire truck and one support/hydrant maintenance vehicle.

Emergency medical service incidents continued to be one of the priorities of the department and represented 71 percent of the total incident volume. Total loss from fire in the community was \$24,620. The department attributes the low number of fire incidents to fire prevention efforts and the fire inspections conducted by fire safety 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.

Fire Incidents - 2017



EMS Incidents - 2017



Insurance Service Office (ISO) Rating

The department received an Insurance Services Office (ISO) rating of 2 as a result of the review of the department’s operations. The ISO rating system uses a scale of 1 to 10 for its rating system. If a community has a score of 10, its residents will pay a much higher premium than a community with a lower score. Current data show there are 43,094 fire departments across the country. In 2017, 305 departments were rated Class 1 and only 1,482 departments were rated as Class 2. The other 41,307 fire departments were a Class 3 or higher resulting in those communities seeing higher insurance costs for their businesses and residents.

Fire Department Funding

A 5.5 mil levy was approved by the community in 1999 to fund the operations of the fire department. The levy was projected to last ten years, or until 2009. Through careful planning and budget controls, the current levy should fund the department through 2018, or nine years beyond the projected life of the levy. The department also receives revenue through the billing of EMS patients who are not property owners in the City.

Public Education

Public education programs are a critical component of a modern fire department as the department strives to prevent injuries and accidents from occurring in the community. The fire department provided tours of the Safety Center, taught CPR classes and coordinated Fire Prevention Week activities. Approximately 38 individual safety programs were offered to 926 participants. The Child Car Seat Safety Program taught 143 citizens how to properly place their children in car seats and properly install the car seats in vehicles. Since the beginning of this program in 1999, the department has instructed over 3,287 individuals in the proper installation

of child car seats. Beginning in 2016, the department partnered with the American Red Cross with a program that supplied and installed free photoelectric smoke alarms to residents that either did not have any alarms or whose alarms were outdated. The program also offered a home safety check. To date, 307 smoke alarms have been installed in 111 homes.

CERT

A Community Emergency Response Team (CERT) was organized in 2012 and educated 28 residents on how to handle emergencies in the event they are first on the scene to an emergency in their neighborhood. The CERT members are dedicated to assisting emergency services in responding to significant emergencies that affect the region when local resources are exhausted, but still awaiting regional, state and federal resources. Such large-scale emergencies include tornados, long-term power outages, winter storms and other natural disasters. Additionally, CERT members are responsible for assisting with public education as they work with their neighbors in preparation for disasters and emergencies. In 2017, CERT members also assisted the department with traffic management during the Independence Day Parade and in mock disaster drills.

EMS Signpost

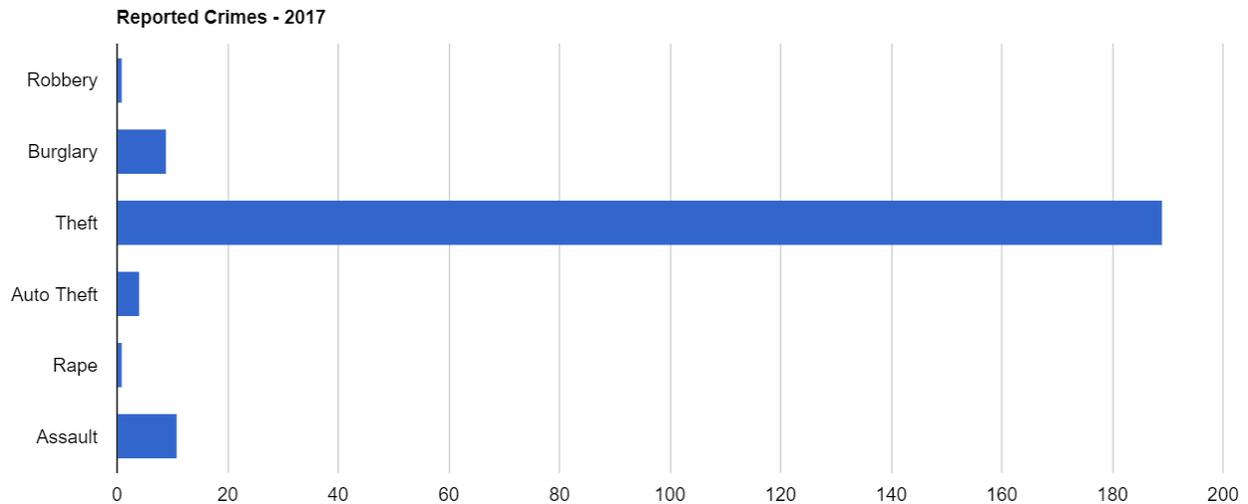
EMS Signpost is a web-based program available to the residents of Montgomery to assist with information that is needed during an EMS emergency. Once a resident registers on the secure website through this link on the City website, <http://www.montgomeryohio.org/pages/register-for-ems-signpost/>, the City's paramedics are able to use a smart phone to quickly, reliably, and securely access the resident's health history to aid in providing emergency care during a 911 response. EMS SignPost is an abbreviated version of a person's health history stored on a personal secure webpage. It includes items such as medications, chronic health conditions, allergies, and doctor's contact information. A special access code to each individual's personal webpage is stored on a refrigerator via a magnetic ID card that the City supplies to the resident free of charge.

Police



The police department is responsible for providing safety services to the community including crime prevention and education. The police department is comprised of 22 full-time officers, two full-time customer service representatives and one full-time mayor's court clerk. Of the 22 full-time officers, the police chief leads the department with assistance from one assistant chief (captain), five sergeants, two detectives, one full-time Sycamore High School resource officer (SRO), one part-time junior high resource officer (SRO), one traffic safety officer, and ten patrol officers.

In 2017, officers handled 13,036 incidents, made 346 adult arrests, 57 felony arrests, 48 operating vehicle under the influence arrests, 47 juvenile arrests, 497 auto crash reports, including one fatal auto crash, and issued 1,809 citations, of which 1,597 were heard in Montgomery Mayor's Court and the remaining were heard in Hamilton County Municipal Court.



Community Engagement

In 2017 the police and fire departments hosted a session of the Montgomery Citizens' Leadership Academy at the Safety Center. The event provided community members the opportunity to interact with the public safety personnel and to view facilities and equipment, and participate in the Firearms Training Simulator (FATS) machine. Several class participants experienced the challenge of deciding whether to use deadly force while in several scenarios. The class received very positive reviews and high marks for interaction.



The department maintains an Internet Purchase/Exchange Zone in the Safety Center parking lot for residents to utilize when meeting sellers or buyers. The area is under 24-hour video surveillance and provides a safer area to meet and conduct sales.

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 (see above photo). Other public education programs included crime prevention, bike safety, internet safety, and addressing neighborhood associations and community groups on a variety of other issues.

In the area of homeland security, the police department assigns an officer as a liaison to the Terrorism Early Warning Group (TEWG). The TEWG is a regional cooperative effort among public safety and health agencies throughout the greater Cincinnati area to address potential terrorist activity. Increased information and resource sharing among local, state and federal law enforcement agencies continue to improve the overall effort of combating terrorism.

The department continued to support the Drug Abuse Reduction Task Force (DART). Montgomery is a founding member of the task force formed in 1988, and periodically assigns officers to the task force. DART is comprised of approximately 14 local law enforcement agencies that primarily address drug enforcement at the local level. The task force also has a pharmaceutical diversion unit that investigates physicians, nursing staff, and pharmacy staff suspected of abusing drugs, forging, altering or writing illegal prescriptions or trafficking in drugs.

The partnership between the police department and Sycamore Community Schools continued in 2017. The school resource officer (SRO) at Sycamore High School and the part-time Sycamore Junior High SRO worked with students and staff to provide a safe and secure learning environment. The SRO positions are funded through a partnership with Sycamore Community Schools with the district paying 60 percent of the officer's salary. In addition to the day-to-day activities, the SROs attended many extracurricular activities, such as dances, athletic events, and meetings. Officers also presented a seat belt safety program to third graders at Montgomery Elementary School.



From the left to right: George Sturgeon, Sycamore Junior High Assistant Principal, SRO James Martin, Chris Gutermuth, Instructional Technology Facilitator Supervisor, and Tom Villani, Educational Assistant.

Mayor's/Juvenile Court

The Montgomery Mayor's Court 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 2017, the Court heard 1,597 cases involving over-the-legal-limit offenses resulting in \$192,018 in fines, court costs and computer fund charges. After assessing the required State fees, the City's portion of the fund was \$141,594.



The Montgomery Juvenile Court, with Referee Terry Donnellon presiding, heard 17 criminal cases involving 27 juveniles. The disposition of these cases often resulted in community service being performed by the offender. Serious criminal cases, second offenders, and all juvenile traffic cases are sent directly to the Hamilton County Juvenile Court system and are heard by a juvenile court judge.

Awards

The police department received the American Automobile Association's Gold Award. The Gold Award is an award given by the Association to agencies demonstrating outstanding success in addressing community traffic safety issues. The City of Montgomery was one of a few jurisdictions within the greater Cincinnati region to receive the award. In addition, the department remains a founding member of the Hamilton County OVI Task Force for its participation in working within the region to combat driving while intoxicated.

Public Works



(Back row left to right) Walter Taylor, Jim Stewart, Assistant Director Gary Heitkamp, Director Brian Riblet, Public Works Supervisor Terry Willenbrink, Jesse Bundy, Robert Dunham, Tony Brothers. (Front row) Sarah Fink, Nick Miller, Mike Roger, Dan Miller, Scott Schulte, Chris Bryant, Justin Liming, and Julie Machon

The public works department is responsible for the maintenance of buildings and grounds including four landmark buildings, 47.5 center-line miles of public streets, the stormsewer system in the public rights-of-way, City parks, City pool, special events, all recreational events, fleet maintenance and operation of the Hopewell Cemetery. The department oversees the City's beautification efforts throughout the community including in Montgomery's Heritage District. Department staff inspects and administers construction and maintenance of the City's infrastructure through publicly bid contracts as well as through project coordination with other public agencies and utilities. The public works director leads the department with assistance from the assistant director, public works department supervisor, recreation coordinator, recreation specialist, zoning and construction compliance officer, and ten service workers.

2017 Accomplishments

The public works staff coordinated the completion of major infrastructure repairs and rehabilitation of approximately 2.48 centerline miles of roadway, resurfacing all or portions of five streets, including Main Street, Cornell Road, Mitchell Farm Lane, Deerfield Road, and Shakerdale Road.

In 2017, the department replaced 24 of the 704 fire hydrants within the city. This work was done in conjunction with the street resurfacing program and was the fourth year of a multi-year comprehensive plan to address the aging fire hydrants in the community.

The department oversaw the crack sealing and “Black Onyx” asphalt surfacing on approximately 3.19 centerline miles of roadway on Monte Drive, Cooperwood Drive, Coopermeadow Drive, Bordeaux Court, Bobwhite Court, Toddtee Lane, Wimbledon Court, Hartford Hills Lane, Winthrop Drive, Brattle Court, Bromwell Lane, Mosshill Lane, Stockbridge Lane, and Yorkway Court. The Black Onyx surfacing material is used primarily on residential roadways within Montgomery, and complements the crack-sealing program.

The public works department continued work in 2017 on a five-year plan to repair and replace identified sections of guardrail to assure compliance with safety standards set forth by the Ohio Department of Transportation (ODOT). In 2017, approximately 400 feet of guardrail replacement was programmed for East Kemper Road between Terwilligers Run Drive and Hightower Court and 590 feet on the west and east sides of Montgomery Road at Sycamore Creek. The installation of this guardrail was delayed to spring of 2018 due to the ongoing construction of the sidewalk and pedestrian bridge.

In 2017, the City was again recognized with a Tree City USA Award for the twenty-first year and also a Tree City USA Growth Award for the eighteenth year for its ongoing commitment and action focused on environmental stewardship through care of public trees in the City’s urban forest.

Also in 2017, the Public Works Department accepted a national award in 2017 from the American Public Works Association for its winter operations. The *Excellence in Snow and Ice Control Award* was received at the APWA’s North American Snow



Conference in Des Moines, Iowa, and was the department was recognized for the improvements made in 2016-2017 to expand the City's salt storage facility, increase and diversify the treatment liquids, and its environmental stewardship.

Public Works Facility Addition and Renovation



Perkins Carmack completed the public works facility addition and renovation project in 2017. The project consisted of adding 3,500 square feet of bay area and 1,050 square feet of office area to the existing building. The previous office area and break room were renovated into a locker room and larger break room. The new office area now includes four office spaces, a meeting room, and a common work area. Also, a fire sprinkler system was installed for the entire building along with a new water service branch increasing the building's water capacity. A new natural gas generator was also installed to meet the demands of the larger building. This needed expansion and renovation will allow the public works department to continue to provide excellent service to the residents and businesses of Montgomery. The cost for the project was \$1,000,000 and was funded out of the general fund.

Montgomery Road Sidewalk Project (Weller Road to Bethesda North Hospital)



The Montgomery Road Sidewalk Project (HAM-22/3-15.35) was completed by Tri-State Concrete Construction Company. The project consisted of installing a new 6.5 foot wide concrete sidewalk on the east side of Montgomery Road from Weller Road to the main entrance of Bethesda North Hospital, a distance of 2,800 feet. Approximately 450 feet of the sidewalk required an extensive segmental block retaining wall to be constructed at the north end of the project. The sidewalk crosses Sycamore Creek. A 72-foot long pedestrian bridge was constructed, which was very similar to the existing pedestrian bridge on the west side of Montgomery Road, at this same location. Wood railing was installed on either side of the bridge and in adjacent areas to the bridge for safety purposes, which also provides nice aesthetics. The total project cost was \$580,000, of which 80 percent, or \$464,000, was grant funded by the Ohio Department of Transportation (ODOT) and the Federal Highway Administration (FHWA) with Transportation Alternative funds awarded through the Ohio-Kentucky-Indiana Council of Governments (OKI).

Ross Avenue Sidewalk and Storm Drainage Project



This project consisted of both sidewalk and storm drainage improvements to Ross Avenue between Remington Road and Campus Lane, a distance of 970 feet. The 5-foot wide sidewalk, along with a new high-back curb, was installed on the east side of the road, meeting Americans with Disabilities Act (ADA) criteria. Driveway aprons were removed and replaced at each driveway crossing to meet these criteria. The sidewalk was much needed, based on the amount of pedestrian traffic on Ross Avenue, mainly due to the proximity to Montgomery Elementary. Another large component of the project was improvements to the

storm drainage system. The curb installed helps keep stormwater runoff on the roadway instead of it running off and contributing to drainage issues experienced by properties on the east side of the road, including residences on West Street. New catch basins and storm sewer drainage were installed at various locations to replace the older and insufficient system and to help address drainage issues that had been experienced on the roadway and numerous properties on Ross Avenue. The project was successful at meeting both objectives of providing a safe sidewalk for pedestrians while also improving the public storm drainage system.

The total project cost was \$235,000 and was funded out of the general fund.

Jolain Storm Drainage Project

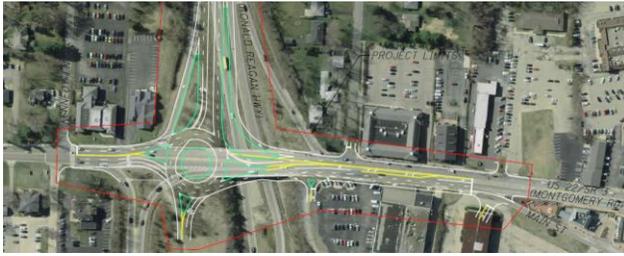


The Jolain Drive storm drainage project brought remedy to a storm drainage issue that the City and the residents of Jolain Drive have been contending with for decades. The project involved replacing an aged and undersized 12-inch diameter storm sewer with a dual 24-inch diameter pipe system. The project involved coordination with seven property owners, who reached agreement with the City to provide the necessary access and easements, as well as sharing the cost of the dual system. The project consisted of installing 1,240 feet of 24-inch

concrete headwalls. This system upgrade increased the pipe capacity by at least a factor of 8.

The total project cost was \$172,000 and was funded by a combination of the general fund and contributions from the seven property owners.

Securing Grant Funds



OKI approved and awarded funding for a Surface Transportation Program (STP) grant application submitted by the City for an Interchange Modification Project at Montgomery Road and Ronald Reagan Cross County Highway. The project includes construction of a modified two-lane roundabout, the installation of a traffic signal in and around the interchange, and would also include demolition of the existing bridge at this location. The project will have a safe and positive impact on traffic while opening up more land for redevelopment. The OKI grant of \$6,000,000 represents approximately 70 percent of the total estimated

construction cost of \$8,600,000, and the project is currently programmed in the Ohio Department of Transportation (ODOT) fiscal year 2020.

Also, OKI approved and awarded funding for a Transportation Alternative (TA) grant application submitted by the City for the Phase II Montgomery Road Sidewalk project. The project includes construction of a concrete sidewalk on the east side of Montgomery Road from Radabaugh Drive to the southern limits of the Safety Center property at 10150 Montgomery Road. The OKI grant of \$386,680 represents 80 percent of the total estimated construction cost of \$483,350, and the project is currently programmed in the ODOT fiscal year 2021.

Recreation and Events



After the Annex renovations in 2015 and continued improvements to class offerings and equipment in 2016 and 2017, the City's fitness programming continued to see growth in 2017.

Recreation offered a variety of fitness classes throughout the week at the Recreation Annex Building. These classes included Beginner and Mixed Level Yoga classes, Chair Yoga Classes, Tai Chi, Pilates, and 20/20/20. In 2017, there were 696 enrolled participants as compared to 668 participants in 2016 and 247 in 2015. The Annex Building renovation and



the addition of new classes and equipment provided the community with an environment that motivates the community to engage in healthy activities.



Attendance continues to increase at the Montgomery Community Pool with much of the success due to the addition of the pool heater in 2014. In the past five years, attendance averaged 20,242; in 2017, there were 27,424 check-in's which is 4,354 more visits as compared to 2016. In the past five years, memberships averaged 665; in 2017, there were 736 memberships sold which is 52 more memberships as compared to 2016. The luau parties, dive-in movies and Fun Tuesday programs continue to be favorites for pool members. Approximately, 225 kids learned the lifelong skill of swimming by participating in swim lessons, and 135 swimmers were a part of the Makos Swim Team.



Americana-themed special events help make Montgomery unique and provide memorable experiences. These events include the annual Independence Day activities with the July 3 Blue Ash Montgomery Symphony Orchestra concert and the traditional July 4 Parade and Festival. Other events include Bastille Day, Touch-a-Truck, Dog Fest & K-9 Kerplunk, Montgomery Car Show, Harvest Moon, and the tree lighting and Holiday in the Village event.

The City's youth programming helped keep kids active and engaged during the summer and School's Out Days. Seven weeks of camps were planned and implemented in 2017, including theater camp, technology camps, tennis for Pee Wees and juniors, and art and sports camps. In 2017, 259 children participated in these camps, which is an increase of 71 participants as compared to 2016. Participants in camps ranged from preschool age to high school. The Department also offered School's Out Days, including the annual Paintball trip in October.