



**Monroe Council Agenda
Regular Meeting of Council
March 12, 2024 – 6:30 PM
233 South Main Street, Monroe, Ohio**

Pledge of Allegiance

Roll Call

Approval of the Minutes

Council Minutes of February 27, 2024

Visitors

Committee Reports

Public Works Committee

Finance Committee

Administrative Liaison Committee

Technology Committee

Public Involvement Committee

Public Safety Committee

Old Business

Ordinance No. 2024-07. An Ordinance authorizing the City Manager to enter into a Lease Agreement with the highest bidder for the real property known as the Baker Sports Complex. (Second Reading)

Sponsor: Larry Lester

Strategic Priority: Good Governance

Background: The real property known as the Baker Sports Complex was advertised for bids to lease the property for farming purposes pursuant to law. The bids were due on February 20, 2024, at 9:00 a.m. We only received one bid at a price of \$231.00 per tillable acre (33 total acres). This bid was submitted by Oakland Farms.

New Business

Resolution No. 14-2024. A Resolution approving a Then-and-Now Certificate in the amount of \$3,616.73 to ESO Solutions Inc.

Sponsor: David Leverage

Strategic Priority: Good Governance



Background: The Fire Department is in the middle of switching our fire reporting software from Emergency Reporting (acquired by ESO) over to ESO Solutions Inc. In the past, we have received multiple invoices due to varying contract renewal dates for multiple services. With the integration of 100% of our services supplied by ESO Solutions Inc, we made the request that we consolidate our billing to one invoice and one renewal cycle. A PO was pulled before this occurred and with the consolidation, a Then and Now Certificate was required to meet the new invoice total. In the future we will be able to obtain a PO to cover the entire amount prior to invoicing.

Resolution No. 15-2024. A Resolution authorizing the City Manager to enter into an agreement by and between the City of Monroe and TEC Engineering, Inc. for the development of construction plans related to the Pedestrian Safety Grant Project.

Sponsor: Gary Morton

Strategic Priority: Well Managed Services and Infrastructure

Background: Goodhue Consulting completed the Systemic Safety Application for Pedestrian Improvements at the end of January 2023 on behalf of the City of Monroe. The Ohio Department of Transportation (ODOT) notified the City on June 15, 2023, that the application was partially successful. The submitted application requested approximately \$1.13 million, and ODOT awarded the City \$767,000.

ODOT's Systemic Safety program was launched in January 2022 with a focus on preventing injuries related to pedestrian and roadway departure crashes. Systemic improvements are meant to be proactive and widely implemented based on roadway features associated with certain crash types. FHWA has identified a range of proven countermeasures that prevent pedestrian and roadway departure crashes. The City's application only focused on pedestrian safety countermeasures. The funding requests were allowed to be up to \$2 million for the pedestrian safety improvements with a 10% local match requirement in all project phases. Eligible locations include arterials and collectors. Some acceptable pedestrian safety countermeasures include high-visibility pavement marking crosswalks, advanced yield lines, additional signage including Rectangular Rapid Flashing Beacon (RRFBs), curb ramps, curb extensions, refuge islands, and road diets.

The city's application included seven (7) locations within the city limits that either have been identified as a safety concern or have a need for a new pedestrian crossing location. Five locations were funded out of the seven submitted. The locations that were funded are:

1. Britton Lane & Seminary Drive/Pebblestone Drive
2. Main Street & William Groth Drive/Police Station
3. Main Street
4. Britton Lane & Northwestern Avenue/Cornerstone Drive
5. Britton Lane Sidewalk



The locations not selected for funding were Britton Lane & Macready Avenue and Britton Lane & Canterbury Court. These two locations were on local streets, which are not eligible for this grant.

The following funding summary has been sent to ODOT for review, so this is subject to change:

Phase	ODOT Fiscal Year	ODOT Funding	City Match	Total
Preliminary Engineering/ Environmental	2024	\$78,890	\$8,766	\$87,656
Detailed Design	2025	\$57,447	\$6,383	\$63,830
ROW Services/Acquisition	2025	\$3,600	\$400	\$4,000
Construction	2026	\$627,063	\$69,674	\$696,737
Construction Engineering	2026	0	\$60,283	\$60,283
		\$767,000	\$145,506	\$912,506

The City of Monroe is responsible for \$145,506 out of the \$912,506 total project budget. This is approximately 16% of the entire project cost. The City match is broken by the ODOT fiscal year, which runs from July 1 of the prior year to June 30 of the Fiscal Year. (FY2024 starts on July 1, 2023, and ends on June 30, 2024)

The next step is to meet with ODOT to develop an LPA scope of services for the project. The City will then advertise for design services and select an ODOT pre-qualified consultant based on a Quality-Based Selection. This will begin the Preliminary Engineering Phase of the project. This is estimated to begin by the end of this year (2023).

Below are the locations with detailed descriptions of the improvements proposed within the application. These descriptions were included in a Memorandum that was submitted with the application. The attached sketches are conceptual layouts that were also included with the application.

Britton Lane & Seminary Drive/Pebblestone Drive

The number one priority location is at the intersection of Britton Lane and Seminary/Pebblestone Drive. This location was picked for multiple reasons, one of which is next to the Mount Pleasant Retirement Community on the west side of Britton Lane. The existing crossings need to be ADA compliant, missing detectable warnings, and there is no receiving ramp or crosswalk markings for the north leg crossing Britton Lane. The safety and mobility of the aging population in this area is the reason for these enhanced crossings. The new design will include RRFBs for crossing Britton Lane, which will provide attention-grabbing visibility with flashing beacons. This location will follow the guidelines in the ODOT Multimodal Design Guide for Residential land use. For the above reasons, the City of Monroe is asking for funding for this project.

Main Street & William Groth Drive/Police Station

Main Street and William Growth Drive intersection is a high priority for the city since there is no safe crossing to connect the neighborhood with adjacent businesses and city buildings. One reason this location was picked is that the existing ramp on the southeast corner currently needs to be ADA-



compliant. The ramp is missing detectable warnings, is not depressed to the pavement, and there is no receiving ramp or striping. The new design will also provide safe pedestrian paths to the Swaffy's Ice Cream shop, the city police station, and the newly constructed Marathon gasoline/convenience market. The new design will include RRFBs for crossing Main Street, providing attention-grabbing visibility of the flashing beacons. This location will follow the guidelines laid out within the ODOT Multimodal Design Guide for Commercial type land use.

Main Street

In the downtown area along Main Street, there has been a need for a safe crossing from the west side of Main Street to the east side. The city just completed a project that installed new sidewalks and improved Main Street, so this project will be adding a vital connection that will allow the west side of Main Street, i.e. City Building, safe pedestrian access to the park and other services on the east side of Main Street. This project will also address a pedestrian safety issue with property owners' driveway access at the corner of Main Street and Lebanon Street. The sidewalk currently wraps around the corner, but to a blind pedestrian, nothing indicates that the walk turns, and the pedestrian could enter the roadway without warning. The concept plan shows the driveway to be relocated to Main Street, which is still within the property limits. A sidewalk on the south side of the post office terminates into the roadway without a receiving ramp—only a depressed curb on the opposite side of the side street (south of the post office). This project will also eliminate the curb depression and this curb ramp (to nowhere) and create a curb bump out on the west side of Main Street. The pavement width reduces just south of this area, so this will also align vehicles with the existing roadway traveling southbound and encourage slower speeds. The proposed crossing will include RRFBs. This location will follow the ODOT Multimodal Design Guide guidelines for Central Business District type land use. There is no right-of-way anticipated for this location.

Britton Lane & Northwestern Avenue/Cornerstone Drive

The intersection of Britton Lane and Northwestern/Cornerstone serves the Mount Pleasant Retirement Community on the west side of Britton Lane just as the Seminary Drive intersection does (Priority #1). The existing crossings are not currently ADA-compliant, and a connection needs to be added on the east side of Britton Lane. The walk serves the Cornerstone Drive homes, but the existing configuration terminates the walk into the roadway approximately 40 feet east of the stop bar. This plan will improve this crossing by moving it further from Britton Lane to be a proper mid-block crossing. An additional sidewalk will be constructed on the southeast corner to connect the mid-block crossing to Britton Lane and Northwestern Avenue. The safety of the aging population in this area is one reason for these enhanced crossings. The new design will also include RRFBs for crossing Britton Lane, providing attention-grabbing visibility for the flashing beacons. This location will follow the guidelines in the ODOT Multimodal Design Guide for Residential land use.

Britton Lane Sidewalk

Along Britton Lane between Tennessee Avenue and Northwestern/Cornerstone, there needs to be a section of sidewalk. This is directly in front of the Mount Pleasant Retirement Community. The sidewalk is proposed on the west side of Britton Lane and will include curb ramps at Britton and Tennessee. The safety of the aging population in this area is one reason for the additional sidewalk, providing additional connectivity for residents. This location will follow the guidelines in the ODOT Multimodal Design Guide for Residential land use. There is no right-of-way anticipated for this location.



Resolution No. 16-2024. A Resolution authorizing the City Manager to enter into an agreement by and between the City of Monroe and Raftelis to provide consulting assistance in assessing and making recommendations to optimize the organizational structure of the City Manager's Office.

Sponsor: Larry Lester

Strategic Priority: Good Governance

Background: Project Understanding

The City of Monroe is seeking a professional consultant to assist with an organizational structure review of the City Manager's Office, including an evaluation of the structure of the City Manager's Office, HR, IT and economic development functions. This engagement aims to identify opportunities for improved efficiency and effectiveness of operations related to the staffing and structure of the City Manager's Office. Raftelis will work with the City of Monroe to assess and recommend organizational structures adapted to the City's current and future needs. Implementing recommendations and lasting improvements is not typically successful without this collaborative approach.

Scope of Work

The following details the proposed scope of work for the City.

Activity 1: Begin and Manage Engagement

Raftelis will begin this engagement by conducting a kick-off meeting with the City to review the details and expectations of this effort and to review and finalize the project schedule. Raftelis will also discuss the City's interest in this study, the strengths and challenges of the current City Manager's Office structure and operations, and other issues that may be relevant to their work.

The Raftelis team will provide the City with a request for documents such as organization charts, budgets, previous studies, staffing history, job descriptions, performance measures, and other similar data to inform their work. Raftelis will provide a shared online drive for easy upload of documents by City staff.

Throughout the project, Raftelis will provide the City with regular project status reports, maintain planned project progress and budget, identify and resolve project issues, and review project work products. In addition to formal status reporting, Raftelis anticipates numerous informal opportunities for the City to discuss various project and operating issues with its project manager and team leaders. Raftelis welcomes the chance to have this informal dialogue since we believe it will contribute to a more successful project.

DELIVERABLES:

- Kick-off meeting agenda
- Document/data request
- Final project schedule



Activity 2: Understand the Context

The Raftelis project team will visit the city to understand the organization's current structure and operations fully. Raftelis will individually and confidentially interview key staff, including each City Manager's Office member, department directors, and other positions identified together during the project kick-off. During these interviews, Raftelis will discuss their responsibilities, staffing, resources, and perceptions of the strengths and challenges of the City's current organizational structure and document issue areas impacted by the existing structure.

DELIVERABLES:

- Up to ten (10) confidential interviews with key staff

Activity 3: Conduct Research and Develop a Restructuring Plan

At this point in the project, the Raftelis project team will have conducted interviews and related data and document analysis to identify concerns with the current organizational structure and potential alternative structures for the City.

Raftelis will evaluate the organization's structure as part of our analysis as it compares peer communities and industry best practices. Based on this information, Raftelis will identify best practices and determine where gaps or inefficiencies may exist in the City's current structure.

Based on research and analysis, Raftelis will meet with the City Manager to review our preliminary observations and recommendations for organizational structure options for the City's consideration.

DELIVERABLES:

- Preliminary observations and recommendations PowerPoint

Activity 4: Prepare Project Deliverables

Once recommendations are finalized, Raftelis will prepare a high-level summary memo including our observations, suggestions, and organizational charts. The preliminary memo will be provided to the City for review. Raftelis requests that the City provide one consolidated list of comments within 30 days of the draft memo. Raftelis will then prepare the final project summary memo within two weeks based on consolidated remarks from the City.

DELIVERABLES:

- Preliminary project summary memo with organization charts
- Final project summary memo with organization charts

Project Team

Raftelis has assembled a team of skilled consultants with years of experience in direct public sector service and consulting for similar agencies nationwide and who have performed similar analyses for other communities.

Fee

The total fixed fee to complete this proposed scope of work is \$25,780, which includes all professional fees and expenses. Raftelis will invoice the City for monthly progress payments based on work completed.



Administrative Reports

Adjournment



**Monroe Council Minutes
Regular Meeting of Council
February 27, 2024 – 6:30 p.m.
233 South Main Street, Monroe, Ohio**

Pledge of Allegiance

Mayor Funk opened the regular meeting with the Pledge of Allegiance at 6:30 p.m.

Roll Call

Members present: John Centers, Keith Funk, Michael Graves, Tom Hagedorn, Christina McElfresh, and Ben Wagner.

Mrs. McElfresh moved to excuse Dr. Clark; seconded by Mr. Centers. Voice vote. Motion carried.

Approval of the Minutes

Mrs. McElfresh moved to approve the Council Minutes of February 13, 2024; seconded by Mr. Hagedorn. Voice vote. Motion carried.

Visitors

Patrick McCausland of the Monroe Lions Club sought approval from City Council for a beer tent during the annual Light Up the Sky Event.

Mrs. McElfresh moved to approval alcohol sales for the Light Up the Sky Event; seconded by Mr. Hagedorn. Voice vote. Motion carried.

Major Steve Arrasmith with the Greater Warren County Drug Task Force provided Council with their annual report and announced that the City of Monroe has dedicated a full-time detective to the Task Force.

Jeffery Blanton, Vice President of the Monroe Historical Society, requested assistance in road closings for a fire apparatus show on May 4, 2024. Mayor Funk deferred this to Mr. Lester and Mr. Morton to determine what roads would be blocked off and the impact it would have on public services.

Committee Reports

None.



Old Business

Ordinance No. 2024-06. An Ordinance amending and supplementing Section 286.08 and Section 286.09 (F) of the Codified Ordinances to adjust the planning, zoning, and special building permit fees. (Second Reading)

The Clerk of Council read Ordinance No. 2024-06 by title only.

Mrs. McElfresh moved to adopt Ordinance No. 2024-06; seconded by Mr. Graves. Roll call vote: six ayes. Motion carried.

New Business

Resolution No. 11-2024. A Resolution accepting the lowest and/or best bid for the concrete driveway replacement at Fire Station 61 and authorize the City Manager to execute a contract by and between the City of Monroe and Loveland Excavating & Paving, Inc.

The Clerk of Council read Resolution No. 11-2024 by title only.

Mrs. McElfresh moved to adopt Resolution No. 11-2024; seconded by Mr. Centers. Roll call vote: six ayes. Motion carried.

Resolution No. 12-2024. A Resolution accepting the lowest and/or best bid for Turf Maintenance 2024 and authorize the City Manager to execute a contract by and between the City of Monroe and Midwest Groundscapes LLC.

The Clerk of Council read Resolution No. 12-2024 by title only.

Mrs. McElfresh moved to adopt Resolution No. 12-2024; seconded by Mr. Wagner. Roll call vote: six ayes. Motion carried.

Resolution No. 13-2024. A Resolution authorizing the City Manager to enter into an agreement by and between the City of Monroe and Axon Enterprise, Inc. for in-car video recording equipment and storage.

The Clerk of Council read Resolution No. 13-2024 by title only.

Mrs. McElfresh asked about the old equipment. Chief Buchanan advised it is obsolete and will be returned.

Mrs. McElfresh moved to adopt Resolution No. 13-2024; seconded by Mr. Hagedorn. Roll call vote: six ayes. Motion carried.

Ordinance No. 2024-07. An Ordinance authorizing the City Manager to enter into a Lease Agreement with the highest bidder for the real property known as the Baker Sports Complex.



The Clerk of Council read Ordinance No. 2024-07 by title only.

Mayor Funk stated Ordinance No. 2024-07 will appear on the next agenda for the second reading.

Consideration of Motion authorizing the expenditure in the amount of \$16,500 to Robinson Fence Co. for the replacement of a fence around baseball field #1 at Monroe Community Park.

Mrs. McElfresh moved to authorize the expenditure in the amount of \$16,500 to Robinson Fence Co. for the replacement of a fence around baseball field #1 at Monroe Community Park; seconded by Mr. Graves. Voice vote. Motion carried.

Consideration of Motion to authorize the expenditure to Berns Landscaping in the amount of \$27,887.00 for the purchase and installation of street trees in the Todd Glenn Subdivision.

Mrs. McElfresh asked if there is a guarantee on the life of the trees and Mr. Morton replied that Berns will provide a one-year warranty.

Mrs. McElfresh moved to authorize the expenditure to Berns Landscaping in the amount of \$27,887.00 for the purchase and installation of street trees in the Todd Glenn Subdivision; seconded by Mr. Wagner. Voice vote. Motion carried.

Administrative Reports

Mrs. McElfresh moved to appoint Gary Morton as Acting City Manager from February 28, 2024 to March 1, 2024; seconded by Mr. Centers. Voice vote. Motion carried.

Mr. Lester expressed his gratitude towards Kacey Waggaman for her exceptional work and organizational development over the last month. Kacey has introduced us to the Working Genius and helped our team discover our gifts to better collaborate.

Mayor Funk thanked Rick McCrabb, Journalist with the Journal-News, as this is his last meeting with us due to his retirement at the end of this month.

Adjournment

Mrs. McElfresh moved to adjourn; seconded by Mr. Wagner. Voice vote. Motion carried.

The regular meeting of Council adjourned at 6:58 p.m.

Respectfully submitted,

Angela S. Wasson, MMC
Clerk of Council

ORDINANCE NO. 2024-07

AN ORDINANCE AUTHORIZING THE CITY MANAGER TO ENTER INTO A LEASE AGREEMENT WITH THE HIGHEST BIDDER FOR THE REAL PROPERTY KNOWN AS THE BAKER SPORTS COMPLEX.

WHEREAS, advertisement for the lease of real property further described herein was made pursuant to Ohio Revised Code Section 721.03; and

WHEREAS, after advertisement, according to law, Council desires to enter into a lease agreement for the real property described herein.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF MONROE, STATE OF OHIO, THAT:

SECTION 1: After bidding conducted according to law, it is hereby determined that the bid submitted by Oakland Farms Inc. on February 20, 2024, is the highest bidder.

SECTION 2: The City Manager is hereby authorized to enter into a lease agreement by and between the City of Monroe and Oakland Farms Inc. for the lease of real property described in Exhibit "A" attached hereto and made a part hereof, pursuant to the terms and conditions set forth in Exhibit "A" for the sum of \$7,623.00.

SECTION 3: This measure shall take effect and be in full force from and after the earliest period allowed by law.

PASSED: _____

ATTEST:

APPROVED:

Clerk of Council

Mayor

LEASE AGREEMENT

This Agreement made and concluded this _____ day of _____, 2024; by and between the City of Monroe ("Lessor") and Oakland Farms Inc. ("Lessee").

WITNESSETH

THAT SAID LESSOR does hereby demise, let and lease until the said Lessee the real property outlined on the map attached hereto and made a part hereof, saving and excepting any and all easements and/or rights-of-way in present effect and areas designed as a Soil Bank under the ASCS Program.

TO HAVE AND TO HOLD the same for and during the term commencing the date hereof and ending on the _____ day of _____, 2025 or such other date as described herein, on the following terms and conditions:

Said Lessee does hereby covenant and agree with Lessor as follows:

1. Lessee shall pay to Lessor, its successors and assigns, a rent of \$7,623 for the Real Property payable on the 15th of November, 2024.
2. The term of this lease shall be for one year.
3. The Real Property shall used for farming purposes only, i.e., no hunting.
4. The crop or crops to be grown on the Real Property shall be subject to the approval of the City of Monroe.
5. The areas of the Real Property designated as a Soil Bank shall be mowed twice to conform with the requirements of the ASCS program.
6. The roots of any trees growing in any field, or near any fence on said Real Property shall not be cut or injured and when plowing a space around said trees sufficient for their protection will be left.
7. The Real Property shall be used and occupied in a careful, safe, and proper manner.
8. The Real Property shall not be used or occupied for any unlawful purpose, and compliance with all requirements of law and with all ordinances, regulations, or orders of any federal, state, county, municipal or other public authority must be made.
9. All ditches, drains, water courses, and sewers on said Real Property shall be kept clean, open, and free from obstructions.

10. No part of the Real Property shall be occupied or used by any person, for any purpose or in any manner not consistent with paragraph two hereof, nor as to increase the insurance risk or rates or prevent the obtaining of insurance.
11. Lessee acknowledges the lease of said property after an examination of same without any representation on the part of the City of Monroe, and that the City of Monroe shall not be responsible at any time or in any event for any latent defect, deterioration, or change in the condition of the Real Property.
12. Lessee shall indemnify the City of Monroe, its employees, agents, contractors, and representatives against any expense, loss or liability paid, suffered or incurred as a result of any breach of the successful Lessee, Lessee's agents, servants, employees, customers, visitors, or licensees, of any covenant or condition of this lease, or as a result of Lessee's use of occupancy of the Real Property, or the carelessness, negligence or improper conduct of the Lessee, Lessee's agents, servants, employees, customers, visitors, or licensees.
13. In the event the City of Monroe at any time during the term of the lease desires to use or sell all or any of the Real Property, it may repossess all or any part of said Real Property upon seven days written notice to the successful bidder. Upon receipt of said notice, the successful bidder shall forthwith vacate the premises.
14. If the Lessee shall abandon or vacate said premises during said term, or shall assign this lease or underlet said premises or any part thereof, or shall fail to keep and perform any of the covenants, agreements or conditions of this lease on the successful bidder's part to be kept or performed, the City of Monroe, its successors or assigns, may enter immediately onto said premises and have, repossess and enjoy the same as if the lease had not been made, except that the City of Monroe may retain the total rent paid by the successful bidder, and thereupon the lease and everything herein contained on the part of said City of Monroe to be done and performed shall cease, determine and be utterly void. The commencement of a proceeding or suit in forcible entry or detainer or in ejectment, or otherwise, after any default by the successful bidder, shall be equivalent in every respect to actual entry by the City of Monroe.

15. The City of Monroe, for itself, its successors and assigns, hereby covenants and agrees with the successful bidder, successful bidder's executors, administrators, successors, and assigns, that the successful bidder keeping and performing the covenants of said lease to be kept and performed, the successful bidder shall peaceably and quietly hold, occupy, and enjoy said premises during said term.

IN WITNESS WHEREOF, the Lessor and Lessee, being first duly authorized, have hereunto set their hands to duplicates hereof the day and year first written above.

CITY OF MONROE, OHIO

OAKLAND FARMS, INC.

By: _____
Larry Lester, City Manager

By: _____

Name: _____

Title: _____



RESOLUTION NO. 14-2024

A RESOLUTION APPROVING A THEN-AND-NOW CERTIFICATE IN THE AMOUNT OF \$3,616.73 TO ESO SOLUTIONS INC.

WHEREAS, the invoice was received prior to the purchase order being opened.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF MONROE, STATE OF OHIO, THAT:

SECTION 1: A Then-and-Now Certificate in the amount of \$3,616.73 to ESO Solutions Inc. is hereby approved.

SECTION 2: This measure shall take effect immediately upon passage pursuant to Section 7.08 (C) of the Charter.

PASSED: _____

ATTEST:

APPROVED:

Clerk of Council

Mayor

RESOLUTION NO. 15-2024

A RESOLUTION AUTHORIZING THE CITY MANAGER TO ENTER INTO AN AGREEMENT BY AND BETWEEN THE CITY OF MONROE AND TEC ENGINEERING, INC. FOR THE DEVELOPMENT OF CONSTRUCTION PLANS RELATED TO THE PEDESTRIAN SAFETY GRANT PROJECT.

WHEREAS, the City was awarded a grant from the Ohio Department of Transportation for safety and pedestrian improvements; and

WHEREAS, Council desires to enter into an agreement with TEC Engineering, Inc. for the development of construction plans related to said grant.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF MONROE, STATE OF OHIO, THAT:

SECTION 1: The City Manager is hereby authorized to enter into an agreement by and between the City of Monroe and TEC Engineering Inc. for the development of construction plans related to the Pedestrian Safety Grant Project. The terms and conditions of said agreement are marked Exhibit “A” attached hereto and made a part hereof.

SECTION 2: This measure shall take effect and be in full force from and after its passage pursuant to Section 7.08 (C) of the Charter.

PASSED: _____

ATTEST:

APPROVED:

Clerk of Council

Mayor

CITY OF MONROE
AGREEMENT NO. 40580

This Agreement No. 40580 entered into this _____ day of _____, 2024, by and between the City of Monroe, acting by and through the Director of Public Works, hereinafter referred to as the City, and TEC Engineering, Inc., hereinafter referred to as the Consultant, with an office located at 7288 Central Parke Boulevard, Mason, OH 45040.

WITNESSETH:

That the City and the Consultant, for the mutual considerations herein contained and specified, have agreed and do hereby agree as follows:

CLAUSE I - WORK DESCRIPTION

The Consultant agrees to perform all professional services as may be authorized by the City for the plan development for construction plans for various pedestrian facility improvements throughout the City of Monroe, including new sidewalks, ADA curb ramps, and improved signage and pavement markings. The project will be known as BUT-Monroe Ped Project; PID – 119765.

CLAUSE II - INVOICE & PROJECT SCHEDULE

The City and the Consultant agree to the attached Invoice & Project Schedule including the overall Agreement length, and Scheduled Submittal dates and Review Times set out in the Project Schedule.

The Consultant agrees to submit the completed Invoice & Project Schedule transmittal letter together with the updated Invoice & Project Schedule for all billing purposes for all Parts of this Agreement every thirty (30) days as follows:

- (a) Signed original transmittal letter and invoice (IPS) and three (3) copies of same.
- (b) Two (2) copies of the updated Project Schedule.

CLAUSE III - PRIME COMPENSATION

The City agrees to compensate the Consultant for the performance of the authorized portions of the Work specified in this Agreement.

Project Development Process.

Part 1: Preliminary thru Environmental Engineering

Lump Sum compensation shall not exceed One Hundred Thirty-Three Thousand Six Hundred and Twenty-Six Dollars (133,626).

Part 2: Final Engineering thru Pre-Bid Activities

Lump Sum compensation shall not exceed Nineteen Thousand One Hundred and Twenty-One Dollars (19,121.00).

The total maximum prime compensation of all Parts which may be authorized for the subject Agreement is One Hundred Fifty-Two Thousand Seven Hundred and Forty-Seven Dollars (\$152,747).

Prime Compensations, only as agreed and by proper modification of this Agreement and authorized in writing by the City, may be added to or subtracted from under the authority of the Department of Transportation's "Specifications for Consulting Services, 2016 Edition".

CLAUSE IV - INCORPORATION BY REFERENCE

The following documents, or specified portions thereof, are hereby incorporated into and made a part of this Agreement as though expressly rewritten herein:

- (a) The Department of Transportation's "Specifications for Consulting Services, 2016 Edition".
- (b) The attached Final Scope of Services per Proposal dated December 13, 2023.
- (c) The Invoice & Project Schedule.
- (d) The most current Office of Budget and Management Travel Policy as published on the State of Ohio Website (<http://obm.ohio.gov/areas-of-interest/agency-overview/obm-travel-rule>).

CLAUSE V - GENERAL PROVISIONS

Any person executing this Agreement in a representative capacity hereby warrants that he/she has been duly authorized by his/her principal to execute this Agreement on such principal's behalf.

Additionally, it is expressly understood by the parties that none of the rights, duties and obligations described in this Agreement shall be binding on either party until such time as the expenditure of funds is certified by the Director of Budget and Management, pursuant to Section 126.07 of the Ohio Revised Code.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed as of the day and year first above written by affixing the signature of the duly authorized officer of Consultant and the signature of the City.

TEC Engineering, Inc.

By: 

Title: CEO

CITY OF MONROE

Director of Public Works

APPROVED AS TO FORM:

By: _____

Title: _____

RESOLUTION NO. 16-2024

A RESOLUTION AUTHORIZING THE CITY MANAGER TO ENTER INTO AN AGREEMENT BY AND BETWEEN THE CITY OF MONROE AND RAFTELIS TO PROVIDE CONSULTING ASSISTANCE IN ASSESSING AND MAKING RECOMMENDATIONS TO OPTIMIZE THE ORGANIZATIONAL STRUCTURE OF THE CITY MANAGER’S OFFICE.

WHEREAS, the City Manager is seeking assistance with an organizational structure review of his office for improved efficiency and operations; and

WHEREAS, Council deems it appropriate to obtain the services of a professional consultant to determine the current and future needs of the City Manager’s office.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF MONROE, STATE OF OHIO, THAT:

SECTION 1: The City Manager is hereby authorized to enter into an agreement by and between the City of Monroe and Raftelis to provide consulting assistance in assessing and making recommendations to optimize the organizational structure of the City Manager’s Office. The terms and conditions of this agreement set forth on Exhibit “A” attached hereto and made a part hereof.

SECTION 2: This measure shall take effect and be in full force from and after its passage pursuant to Section 7.08 (C) of the Charter.

PASSED: _____

ATTEST:

APPROVED:

Clerk of Council

Mayor

February 9, 2024

Kacey Waggaman, Assistant City Manager
City of Monroe
233 S. Main Street
Monroe, OH 45050-0330

Subject: Proposal for Organizational Structure Assessment

Dear Kacey:

We appreciate the City of Monroe's (City) interest in having Raftelis provide consulting assistance in assessing and making recommendations to optimize the organizational structure of the City Manager's Office. Our focus has always been to help local government and utility clients solve their financial, organizational, and technology challenges. We appreciate the opportunity to submit our proposal, which has been developed to provide the City with concise yet thorough information that introduces our approach to organizational assessments and analyses.

Project Understanding

The City of Monroe is seeking a professional consultant to assist with an organizational structure review of the City Manager's Office, including an evaluation of the structure of the City Manager's Office, HR, and economic development functions. The goal of this engagement is to identify opportunities for improved efficiency and effectiveness of operations related to the staffing and structure of the City Manager's Office. This is exactly the type of consulting assistance we provide.

We are excited about the opportunity to assist Monroe to proactively plan and prepare for the future. We will work collaboratively with you to assess and recommend organization structures adapted to the current and future needs of your changing City. Without this collaborative approach, implementation of recommendations and lasting improvements are not typically successful. We believe our approach, coupled with our extensive expertise in all facets of public operations, makes us uniquely qualified to assist the City.

Scope of Work

The following details our proposed scope of work for the City.

Activity 1: Begin and Manage Engagement

We will begin this engagement by conducting a kick-off meeting with the City to review the details and expectations of this effort and to review and finalize the project schedule. We will also discuss the City's interest in this study, the strengths and challenges of the current City Manager's Office structure and operations, and other issues that may be relevant to our work.

Our team will provide the City with a request for documents such as organization charts, budgets, previous studies, staffing history, job descriptions, performance measures and other similar data to inform our work. Raftelis will provide a shared online drive for easy upload of documents by City staff.

Throughout the project, we will provide the City with regular project status reports designed to maintain planned project progress and budget, identify and resolve project issues, and review project work products. In addition to formal status reporting, we anticipate numerous informal opportunities for the City to discuss various project and operating issues with our project manager and team leaders. We welcome the opportunity to have this informal dialogue since we believe it will contribute to a more successful project.

DELIVERABLES:

- Kick-off meeting agenda
- Document/data request
- Final project schedule

Activity 2: Understand the Context

To fully understand the organization's current structure and operations, our project team will visit the City. We will individually and confidentially interview key staff, including each member of the City Manager's Office, department directors, and other positions identified together during the project kick-off. During these interviews, we will discuss their responsibilities, staffing, resources, and perceptions of the strengths and challenges of the City's current organizational structure and document issue areas that are impacted by the current structure.

DELIVERABLES:

- Up to ten (10) confidential interviews with key staff

Activity 3: Conduct Research and Develop Restructure Plan

At this point in the project, our project team will have conducted interviews and related data and document analysis in order to identify concerns with the current organizational structure and potential alternative structures for the City.

As part of our analysis, we will evaluate the organization's structure as it compares to peer communities and industry best practices. Based on this information, we will identify best practices and determine where gaps or inefficiencies may exist in the City's current structure.

We will meet with the City Manager to review our preliminary observations and recommendations for organizational structure options for the City's consideration, based on our research and analysis.

DELIVERABLES:

- Preliminary observations and recommendations PowerPoint

Activity 4: Prepare Project Deliverables

Once recommendations are finalized, we will prepare a high-level summary memo that includes our observations, recommendations, and recommended organizational charts. The preliminary memo will be provided to the City for review. We request that the City provide one consolidated list of comments within 30 days of the draft memo. Raftelis will then prepare the final project summary memo within two weeks based upon consolidated comments from the City.

DELIVERABLES:

- Preliminary project summary memo with organization charts
- Final project summary memo with organization charts

Project Team

We have assembled a team of skilled consultants who have years of experience in direct public sector service as well as consulting for similar agencies nationwide, and who have performed similar analyses for other communities. Detailed resumes have been provided as an attachment.

Fee

The total fixed fee to complete this proposed scope of work is \$25,780, which includes all professional fees and expenses. We will invoice the City for monthly progress payments based upon work completed.

We look forward to the opportunity to serve the City of Monroe. If you have any questions, please do not hesitate to contact me.

Sincerely,



Jonathan Ingram

Vice President

P: 513.221.0500 / E: jingram@raftelis.com

APPENDIX: RESUMES

Appendix: Resumes



Jonathan Ingram

PROJECT MANAGER

Vice President

PROFILE

Jonathan has 16 years of experience in management consulting and local government management, most recently as budget manager in the City of Cincinnati, Ohio, budget office. Before that, Jonathan served as a management consultant and worked in the city manager's office for the City of Highland Park, Illinois.

Jonathan is a skilled financial analyst in the areas of budget and revenue analysis and has led our work with fiscally distressed communities, supporting their efforts to restore operational and financial sustainability. Additionally, he has extensive experience as a management and operations consultant to local governments in the United States and abroad.

As a consultant, Jonathan has completed operations reviews for over 200 local governments and has helped to improve service delivery for a broad range of departments – from police to public works. He has developed staffing and deployment plans for city operating departments, analyzed and facilitated intergovernmental consolidations, helped local governments develop custom performance management systems, and facilitated the development of long-term strategic plans and financial models.

Jonathan's areas of expertise are in local government budgeting and finance, operations analysis, project management, public safety staffing analysis, process improvement, and performance measurement. He is adept at quickly assessing strengths and opportunities within a municipality, analyzing and developing actionable recommendations for improvement, and communicating findings and next steps to a wide variety of audiences, including staff, elected officials, and the public.

During his tenure with the City of Cincinnati, Jonathan managed the development and administration of a \$1 billion operating budget. He also conducted special analysis projects, served on the City's collective bargaining team, and co-managed the implementation of an enterprise budget system.

Jonathan earned a bachelor's degree in political science from Aurora University and a master's degree in public administration from Northern Illinois University. He is a member of the International City/County Management Association and the Ohio City/County Management Association.



Specialties

- Staffing and operations assessment
- Public safety staffing and operations
- Financial management and planning
- Process improvement

Professional History

- Raftelis: Vice President (2024-present); Senior Manager (2021-2023); Manager (2020-2021); Senior Associate, The Novak Consulting Group (2012-2020)
- City of Cincinnati, Ohio: Budget Manager (2010-2012)
- Management Partners: Senior Management Advisor (2005-2010)

Education

- Master of Public Administration - Northern Illinois University (2005)
- Bachelor of Arts in Political Science - Aurora University (2003)

Professional Memberships

- International City/County Management Association (ICMA)
- Ohio City/County Management Association (OCMA)

Jennifer Teal

STAFF CONSULTANT Manager

PROFILE

Jennifer has over 20 years of public sector experience, including ten years of leadership experience in local government. She has a wide array of expertise in organizational assessment, process improvement, financial management, strategic planning, and leadership development. Jennifer is a certified Lean Six Sigma Black Belt. Her commitment to empowering others has led to the implementation of numerous lean management projects that improve the efficiency and quality of government services and the development of in-house process improvement and innovation academies in multiple communities. She is a skilled facilitator, trainer, and problem solver, having led several organizations through the development of strategic plans, detailed implementation plans, and performance measurement systems.

Jennifer began her local government career as an undergraduate intern with the Village of Lincoln Heights, Ohio, where she developed a parks plan and several grant applications for the community. After working for the Department of Homeland Security and the Department of Defense, Jennifer returned to local government to manage the business operations of the City of Colorado Springs' Stormwater Enterprise. There, she oversaw the business, finance, customer service, IT, and GIS functions of a \$16 million/year utility responsible for maintaining and improving stormwater infrastructure.

In Gahanna, Ohio, Jennifer worked as the deputy finance director, chief financial officer, and finally, city administrator. In her finance roles, Jennifer was instrumental in guiding the City out of the recession while strengthening its financial position and management strategies. Jennifer led the City through a bond rating increase, multiple debt issuances, the development of key financial policies, and multiple rounds of union negotiations. Working with the elected leadership, Jennifer transformed the City's budget and financial reporting processes to align with best practices and Government Finance Officer Association award standards and developed the community's first Citywide strategic plan.

Jennifer is active in the local government industry, has presented at several conferences, and co-authored a recent peer-reviewed article on process improvement in the public sector for the *Journal of Public Integrity*. She is also a lecturer at the Ohio State University John Glenn College of Public Affairs, where she teaches graduate and undergraduate seminars in Local Government Administration.



Specialties

- Strategic Planning
- Facilitation
- Organizational assessment
- Training and curriculum development
- Performance management
- Business process improvement
- Lean process development and implementation

Professional History

- Raftelis: Manager (2022-present)
Senior Consultant (2020-2022);
Associate, The Novak Consulting Group (2019-2020)
- The Ohio State University: Lecturer (2019-present)
- J Teal Consulting: Principal Consultant (2017-2019)
- City of Gahanna, Ohio: City Administrator (2016-2017), Chief Financial Officer (2011-2015), Deputy Finance Director (2009-2011)
- City of Colorado Springs, Colorado - Stormwater Enterprise: Business Administrator (2007-2009)
- Missile Defense Agency: Financial Manager (2006-2007)
- Department of Homeland Security: Budget Analyst (2003-2006)
- George Mason University: Budget Assistant (2001-2003)
- Village of Lincoln Heights, Ohio: Economic Development Intern (1999)

Education

- Master of Public Administration - George Mason University (2003)
- Bachelor of Arts in Urban Planning and Public Administration - Miami University (2000)

Certifications

- Lean Six Sigma Black Belt Certification
- Everything DiSC® Certification

Professional Memberships

- International City/County Managers Association (ICMA)
- Ohio City/County Management Association (OCMA)
- Engaging Local Government Leaders (ELGL)
- Water Environment Federation (WEF)

James Flick

STAFF CONSULTANT

Senior Consultant

PROFILE

James has over 10 years of organizational leadership experience, including five years in local government. Most recently, James served as the Director of Economic Development and Public Information Officer for Deerfield Township in Warren County, Ohio. Previously, he was a Development Officer and oversaw the Policy and Communication Division for the Department of Community and Economic Development for the City of Cincinnati.

James' areas of expertise include economic development, project management, and performance measurement. In addition, he is a skilled communicator, analyst, and creative problem solver.

During his tenure at Deerfield Township, James worked closely with entrepreneurs looking to start a business, assisted existing companies with relocations and expansions, and managed development projects of varying scales. He also served on the Executive Board of the Warren County Small Business Development Alliance.

At the City of Cincinnati, James was instrumental in developing strategic plans to address smart city initiatives, small business growth, retail revitalization in the urban core, and foreign direct investment.

James has presented at several state and regional conferences on smart cities, data and demographics, and economic development's relationship to parks. He is also an Adjunct Instructor for the Northern Kentucky University Master of Public Administration program, where he teaches Community Development, Public Policy, and Budgeting.

James earned a bachelor's degree in political science from Eastern Michigan University and a master's degree in public administration from Northern Kentucky University.



Specialties

- Organizational assessment
- Strategic Planning

Professional History

- Raftelis: Senior Consultant (2021-present)
- Northern Kentucky University: Adjunct Instructor (2017-2021)
- Deerfield Township, Ohio: Economic Development Director/Public Information Officer (2018-2021)
- City of Cincinnati: Development Officer /Interim Division Manager, Policy and Communication (2016-2018)
- Cushman and Wakefield: Vice President of Research and Marketing (2010-2016)

Education

- Master of Public Administration – Northern Kentucky University (2010)
- Bachelor of Arts in Political Science – Eastern Michigan University (2006)

Professional Memberships

- Economic Development Finance Professional Certification (NDC)