4/15/2024 | 7:00 PM

Municipal Services Center, Council Chamber
3600 Tremont Road

If you are joining through Zoom, please click the link below to join the meeting:
https://us06web.zoom.us/j/88268224042
Or Telephone: 1 929 205 6099
Webinar ID:882 6822 4042

1. **Call to Order/Roll Call**

2. **Pledge of Allegiance - Led by Council Member Heidi Munc**

3. **Consent Agenda**

   a. Approve City Council Meeting Minutes for March 18, 2024

   b. Ordinance No. 25- 2024 - An ordinance authorizing the City Manager to enter into contract with RAP Management and Shelly Company for the purchase of asphalt concrete materials

   c. Ordinance No. 26-2024 - An ordinance authorizing the City Manager to enter into contract with Core and Main for the purchase of fire hydrant parts

4. **Reports/Presentations**

   a. February 2024 Finance Director's Report

5. **Legislative Items for Third Reading/Public Hearing/ Council Action**

   a. Ordinance No. 23-2024 - An ordinance dissolving the Upper Arlington Community Improvement Corporation *(Close)*

6. **Legislative Items for Second Reading/Public Hearing/Council Action**

   a. Ordinance No. 27-2024 - An ordinance authorizing the City Manager to enter into contract with OpenGov, Inc. for work order and asset management software *(Kulewicz)*

   b. Ordinance No. 28-2024 - An ordinance authorizing a contract extension with Hiperweb for work order and asset management software for the Public Service Department *(Lynch)*

7. **Legislative Items for Second Reading/Public Hearing**

a. Ordinance No. 29-2024 - An ordinance amending Chapter 138 - Procurement Code of the Upper Arlington Code of Ordinances

8. Legislative Items for First Reading/Public Hearing

a. Resolution No. 4-2024 - A resolution authorizing the City's participation in the Ohio Department of Transportation Cooperative Purchasing Program for rock salt

b. Ordinance No. 30-2024 - An ordinance authorizing an expenditure to the City of Dublin for the City's proportionate share of the Central Ohio Interoperable Radio System (COIRS) 2024 annual maintenance expenses

c. Ordinance No. 31-2024 - An ordinance levying assessments for the installation of sidewalks on Suffolk Road from Andover Road to Northwest Boulevard

d. Ordinance No. 32-2024 - An ordinance authorizing the City Manager to enter into contract with Strawser Paving Company for the 2024 Street Reconstruction Project

e. Ordinance No. 33-2024 - An ordinance authorizing a contract extension with Montrose Group, LLC for Economic Development Services

9. City Manager Update

10. Adjournment

March 18, 2024

City Council met in regular session in the Council Chamber of the Municipal Services Center, 3600 Tremont Road, and was called to order by President Awakessien Jeter at 7:00 p.m.

Members Present:	Vice President Brian Close, Kathy Adams, John J. Kulewicz, Jim Lynch, Heidi Munc, Todd Walter, and President Ukeme Awakessien Jeter
Staff Present:	City Manager Steven Schoeny, Assistant City Manager Jackie Thiel, City Attorney Darren Shulman, Finance Director Brent Lewis, City Clerk Krystal Gonchar, Systems Engineer Nasser Arman, HR Director Abby Cochran, Community Development Director Chad Gibson, Fire Chief Chris Zimmer, Parks & Recreation Director Debbie McLaughlin, Community Affairs Director Emma Speight, Park Development and Arts Supervisor Jeff Anderson, Public Service Director Gary Wilfong, Public Works Manager Pat Kaune, Program Manager Katy Rees, GIS Administrator Ross Morrow, and Police Lt. Jason Messer

Pledge of Allegiance

The Pledge of Allegiance was led by Ms. Adams.

Consent Agenda

a. **Approve City Council Meeting Minutes for March 11, 2024**

Vice President Close moved, seconded by Mr. Lynch, to approve the Consent Agenda.

President Awakessien Jeter then called for a vote on the motion to approve the Consent Agenda.

Voting Aye:	Adams, Close, Kulewicz, Lynch, Munc, Walter, and President Awakessien Jeter
Voting Nay:	None
Absent:	None
Abstain:	None

The motion carried.

Reports/Presentations

a. Presentation of UA Community Awards

President Awakessien Jeter thanked Community Affairs Director Emma Speight for her coordination and efforts for the UA Community Awards and called forward each recipient to receive an award and Resolution of Commendation from City Council. The awards were presented as follows:

Business: Little Ones Pediatric Dentistry & Dr. Nicole Johnson, presented by President Ukeme Awakessien Jeter

Community Enrichment: Tri-Village Lions Club & Jane Jarrow, presented by John Kulewicz

Community Relations: Upper Arlington Civic Association, presented by Todd Walter

Senior: Howard Warner, presented by Vice President Brian Close & Jim Lynch

Youth: Wellington School Green & Apiary Clubs, presented by Heidi Munc

b. Bob Crane Community Center Solar Panel Presentation

The Assistant City Manager introduced a presentation for an option to install solar panels on the rooftop of the Bob Crane Community Center (attached hereto and incorporated herein as Exhibit A). This project could be funded through the owner's contingency. Adam DeMuth from ECBC, presented an updated project schedule. To date, there is $1.6M remaining in owner's contingency funds and $759K remaining in the construction contingency fund, which puts the City in a good position to look at additional options. By adding a solar panel package now, installation of the roof and power pathways could be better coordinated. Doing this later will create a large amount of demolition and invasive work. There is an anticipated 10-year return on investment for this solar panel project.

Ms. Thiel said this design contract was bid out. A schematic design was submitted. There are some components that will need to be replaced in 10-15 years. An update on final numbers will be presented as the final design is completed. The carbon offset for the project will be approximately 215 metric tons per year. This will help the City move towards meeting sustainability goals.

Mr. Lynch commented that this will be a huge year for green energy, with this project combined with the electric aggregation program approved in the fall of 2023. In response to Ms. Adams' question, Mr. DeMuth said the team used value engineering efforts to keep the larger project within budget. Mr. DeMuth shared the project would be tied in with the installation of the roof (which includes an inspection) to ensure the roof is not penetrated by the panels or equipment. Ms. Thiel stated that the lifespan of a solar panel is 25-30+ years.

Ms. Munc asked if there are additional maintenance costs associated with the solar panels. Ms. Thiel stated that there are different packages, which can include cleaning, repairs, and maintenance. Ms. Thiel stated that at this point, Staff feel safe planning for use of contingency funds. Mr. Walter stated that green options are favorable, but he wants to ensure that there will be enough funds to complete the community center without coming back later to approve additional funds. Mr. Walter asked if they anticipate other risks. Mr. DeMuth stated that they feel confident that everything is covered. Concrete is usually the highest risk, and they are finished with that portion of the project, so they feel confident about the scope at this point. Mr. DeMuth said the front-end coordination with cabling and install are most cost-effective if planned now. If funds are allocated elsewhere later on, solar panel installation may not come to fruition.

President Awakessien Jeter asked how the operation of panels will work and how this will impact staff. Ms. Thiel stated that there is net-metering. The partnership with SOPEC will provide valuable resources, as they are experts in solar energy. The City Manager stated that Council approved additional staff in the budget for facilities maintenance.

In response to President Awakessien Jeter's question about next steps, Mr. DeMuth said the contract will be awarded and additional designing will take place in the next three to four months. Panels would be constructed and installed in the fall. The project could be completed by the end of the year. President Awakessien Jeter stated that there is no action needed by Council. Mr. Walter said he would like additional information about cost-savings and further analysis on economic impacts. The City Manager stated that they evaluate alternate options regularly and review items from the list every two weeks.

Legislative Items for Second Reading/Public Hearing/Council Action

a. Ordinance No. 21-2024 – An ordinance authorizing the City Manager to enter into contract with BBCO Design LLC, BBCO, for professional design services for facility maintenance improvements

For compliance with the Ohio Ethics Law, Mr. Kulewicz abstained from discussion on Ordinance No. 21-2024 and left the Council Chamber at 8:05 p.m.

Ms. Munc moved, seconded by Ms. Adams, to adopt Ordinance No. 21-2024.

In response to President Awakessien Jeter's invitation to speak, there were no questions or comments from the public relative to Ordinance No. 21-2024.

President Awakessien Jeter then called for a vote on the motion to adopt Ordinance No. 21-2024.

Voting Aye:	Adams, Close, Lynch, Munc, Walter, and President Awakessien Jeter
Voting Nay:	None
Absent:	None
Abstain:	Kulewicz

The motion carried.

Mr. Kulewicz returned to the Council Chamber at 8:06 p.m.

b. Ordinance No. 22-2024 - An ordinance authorizing the City Manager to enter into contract with CTL Engineering for quality assurance testing and special inspections during the construction of the Kingsdale Parking Garage

Mr. Walter moved, seconded by Ms. Adams, to adopt Ordinance No. 22-2024.

In response to President Awakessien Jeter's invitation to speak, there were no questions or comments from the public relative to Ordinance No. 22-2024.

In response to Mr. Kulewicz's question regarding what is included in the RFQ, Ms. Thiel explained the difference between RFP and RFQ processes. Ms. Adams stated that it is the same process at the state level because you want to ensure you are getting the most qualified firm for public buildings, and this process allows for the best architect to be selected.

President Awakessien Jeter then called for a vote on the motion to adopt Ordinance No. 22-2024.

Voting Aye:	Adams, Close, Kulewicz, Lynch, Munc, Walter, and President Awakessien Jeter
Voting Nay:	None
Absent:	None
Abstain:	None

The motion carried.

c. Ordinance No. 24-2024 – An ordinance authorizing the City Manager to enter into a three-year contract with SCA of Ohio, LLC for street sweeping services

For compliance with the Ohio Ethics Law, Mr. Kulewicz abstained from discussion on Ordinance No. 24-2024 and left the Council Chamber at 8:12 p.m.

Ms. Adams moved, seconded by Ms. Munc, to adopt Ordinance No. 24-2024.

In response to President Awakessien Jeter's invitation to speak, there were no questions or comments from the public relative to Ordinance No. 24-2024.

President Awakessien Jeter then called for a vote on the motion to adopt Ordinance No. 24-2024.

Voting Aye:	Adams, Close, Lynch, Munc, Walter, and President Awakessien Jeter
Voting Nay:	None
Absent:	None
Abstain:	Kulewicz

The motion carried.

Mr. Kulewicz returned to the Council Chamber at 8:13 p.m. and was present for all further business.

Legislative Items for Second Reading/Public Hearing

a. Ordinance No. 23-2024 - An ordinance dissolving the Upper Arlington Community Improvement Corporation

In response to President Awakessien Jeter's invitation to speak, there were no questions or comments from the public relative to Ordinance No. 23-2024.

President Awakessien Jeter advised the Third Reading/Public Hearing/Council Action is scheduled for April 15, 2024.

Legislative Items for First Reading/Public Hearing

a. Ordinance No. 25-2024 - An ordinance authorizing the City Manager to enter into contract with RAP Management and Shelly Company for the purchase of asphalt concrete materials

In response to President Awakessien Jeter's invitation to speak, there were no questions or comments from the public relative to Ordinance No. 25-2024.

Mr. Kulewicz asked if it possible to appropriate more money so we can fill more potholes, as needed. The Public Service Director explained this amount was determined by past use and he assured that no potholes will go unfilled. Ms. Munc asked about the use of recycled materials and whether that impacts the product's lifespan. Mr. Wilfong said this will be the first time it will be used by staff; he is confident it will be a good fit.

President Awakessien Jeter advised the Second Reading/Public Hearing/Council Action is scheduled for April 15, 2024.

b. Ordinance No. 26-2024 - An ordinance authorizing the City Manager to enter into a contract with Core and Main for the purchase of fire hydrant parts

In response to President Awakessien Jeter's invitation to speak, there were no questions or comments from the public relative to Ordinance No. 26-2024.

Mr. Kulewicz said this is coming in under budget and asked how we determine when and how many need to be replaced. Mr. Wilfong said that estimates are based on what was spent in past years and staff availability for the repairs. This project is a priority. Fifty hydrants will be replaced.

President Awakessien Jeter advised the Second Reading/Public Hearing/Council Action is scheduled for April 15, 2024.

c. Ordinance No. 27-2024 - An ordinance authorizing the City Manager to enter into contract with OpenGov, Inc. for work order and asset management software

In response to President Awakessien Jeter's invitation to speak, there were no questions or comments from the public relative to Ordinance No. 27-2024.

Mr. Wilfong introduced the staff team, which consisted of Public Works Manager Pat Kaune, Program Manager Katy Rees, and GIS Administrator Ross Morrow. This project began over a year ago. The request for the software was included in the budget. There was a selection team that reviewed the nine proposals. Mr. Kaune went through an OpenGov Asset Management Platform presentation (attached hereto and incorporated herein as Exhibit B). Mr. Morrow stated the ability to track and do maintenance, with the main goal of extending the City's assets, is an exciting part of this new platform. Additionally, they can add all of Parks and Recreations assets into the system. Mr. Kaune added there are many robust benefits to this system, which he anticipates being very valuable to the City.

President Awakessien Jeter advised the Second Reading/Public Hearing/Council Action on April 15, 2024.

d. Ordinance No. 28-2024 - An ordinance authorizing a contract extension with Hiperweb for work order and asset management software for the Public Service Department

In response to President Awakessien Jeter's invitation to speak, there were no questions or comments from the public relative to Ordinance No. 28-2024.

President Awakessien Jeter advised the Second Reading/Public Hearing/Council Action is scheduled for April 15, 2024.

e. Ordinance No. 29-2024 - An ordinance amending Chapter 138 - Procurement Code of the Upper Arlington Code of Ordinances

In response to President Awakessien Jeter's invitation to speak, there were no questions or comments from the public relative to Ordinance No. 29-2024.

Ms. Thiel presented an update on procurement code changes (attached hereto and incorporated herein as Exhibit C). There was a procurement audit completed in December 2023. These are the recommendations that came out of the Matrix report.

Ms. Thiel shared that there is a wide range of reasons why $100,000 is the right threshold for City Manager approval. This was supported by the audit, as well as reviewed during our thorough budget process. There are additional contract checks and balances, such as review by the City Attorney, City Manager, and Finance Director.

President Awakessien Jeter advised the Second Reading/Public Hearing is scheduled for April 15, 2024, followed by a Third Reading/Public Hearing/Council Action on April 22, 2024.

City Manager Update

There was no update provided.

Council Liaison Report

There was no update provided.

Executive Session

Vice President Close moved, seconded by Mr. Lynch, to go into Executive Session pursuant to O.R.C. Section 121.22 (G)(4) – Preparing for, conducting, or reviewing negotiations or bargaining sessions with public employees concerning their compensation or other items and conditions of their employment

Roll Call	**Vote**

Adams	Aye
Close	Aye
Kulewicz	Aye
Lynch	Aye
Munc	Aye
Walter	Aye
Awakessien Jeter	Aye

Motion carried and Council went into Executive Session at 9:23 p.m., held in the Lower Level Conference Room.

* * *

There being no further business to come before the City Council Mr. Kulewicz moved, seconded by Vice President Close, to adjourn the meeting.

Voting Aye: Adams, Close, Kulewicz, Lynch, Munc, Walter, and President Awakessien Jeter
Voting Nay: None
Absent: None
Abstain: None

Motion carried and the meeting was adjourned at 9:59 p.m.

____
President of Council

ATTEST: ______________________________
City Clerk

BOB CRANE COMMUNITY CENTER

Solar Array

Project Schedule

Drywall Start .... Mid-April

Interior Finishes Begin .... Mid-May

Electrical Gear Deliver & Install .... Mid-June

Building Envelop Enclosed .... Early July

Owners Contingency

Amount $1,932,571.00

Approved/Pending $271,114.26 (14%)

Remaining $1,661,456.74

Project Completion through Feb. 43.9%

Construction Contingency

Amount	$805,238.00
Approved/Pending	$45,998.09 (5.7%)
Remaining	**$759,249.91**

Project Completion through Feb. 43.9%

Allowance Use

Anticipating about **$330,000** in unused Allowances

- $95,000 Weather Allowance
- $50,000 Roofing Material Escalation Allowance
- $185,000 Floor Leveling at Basketball Court

Why Now?

- Adding the Solar Array at this time will allow for coordination with the installation of the Roof and Interior Power Pathways
- With the project almost 50% complete, there is an available Contingency and Allowance balance of almost $2.75 Million (3.9% of GMP)
- Anticipated Return on Investment is less than 10 years

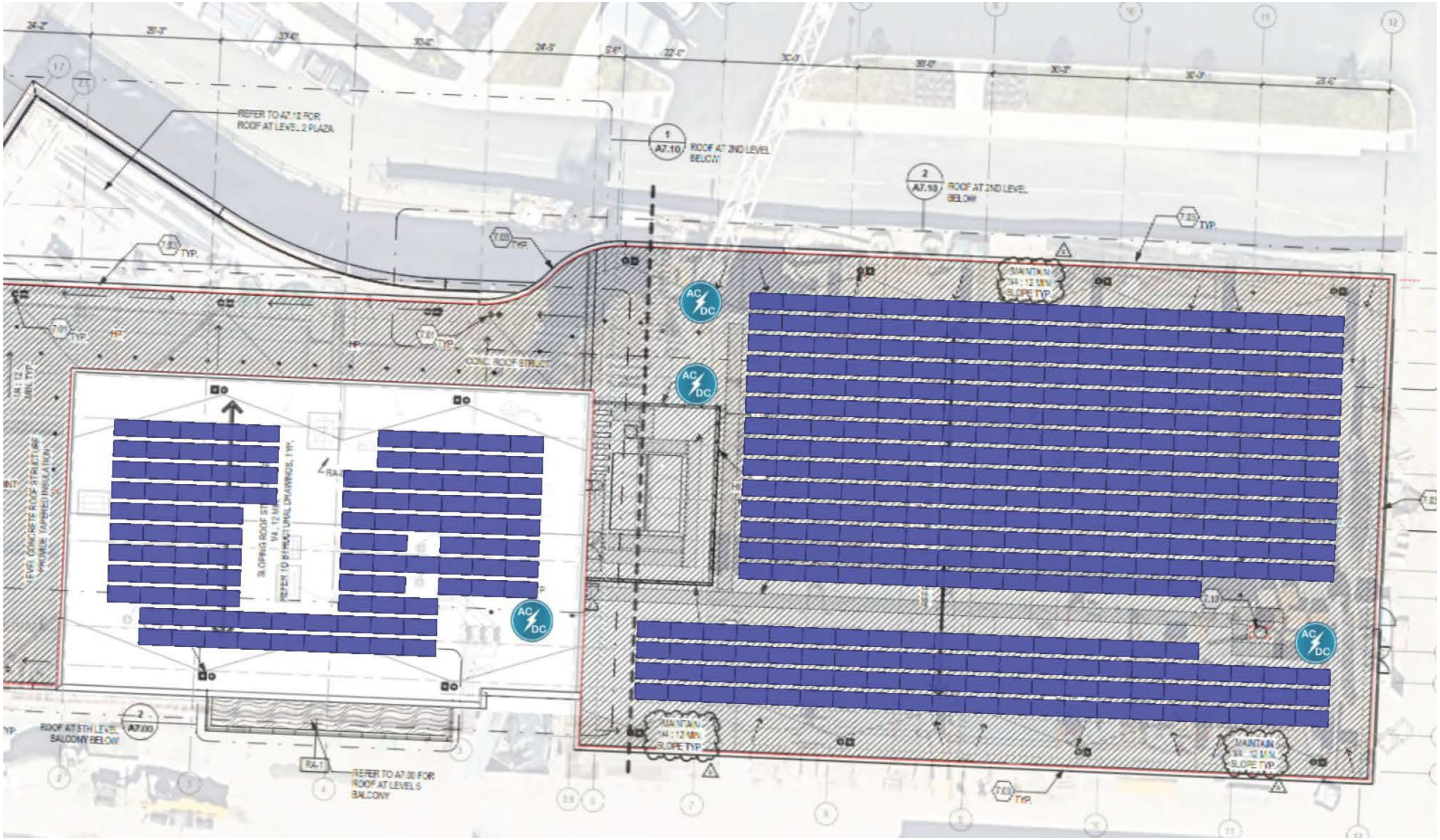
Other Potential Additions

Build out of Café Space.................................±$225,000

5 Points Restoration with Parking.........±$200,000

ECBC
STRONGER TOGETHER

	#1	#2	#3	#4	#5
CONTRACTOR NAME	ARP	Melink Solar	Scalo Solar	BW Electrical	AMPS
CONTRACTOR PHONE #	(740) 498-0498	(513) 965-7300	(412) 475-2657	(518) 410-7069	(331) 251-2726
DATE CONTACTED					
SCOPING ESTIMATOR					
PROFESSIONAL LIABILITY INSURANCE REQUIRED?	YES	YES	YES	YES	YES
PREQUAL REVIEW STATUS	Not Listed	Not Listed	Not Listed	Not Listed	Not Listed
SUBCONTRACTOR RATING	Not Listed	Not Listed	Not Listed	Not Listed	Not Listed
TOTAL M + L DESIGN BUILD SOLAR ENERGY PACKAGE FOR THE SUM OF:	816,088	**593,147**	**599,480**	778,385	656,212
REVIEWED/BID SCOPE OF WORK		X	X		
COMPLETED ECBC BID FORM		X	X		
REVIEWED SUBCONTRACT AGREEMENT		X	X		
REVIEWED PRELIMINARY SCHEDULE		X	X		
BID REVIEW MEETING NOTES		- Experience and resume was a plus. Multiple projects for public entities and municipalities. Proven track record of reduced energy footprint.	- Single source installation of roofing and solar system. Allows for streamlined review of roof warranty in conjunction with the solar installation. - Included the electrical pathway through the building to avoid further cost. - Offers additional tax credit/incentives that includes 60% of the total roofing cost that only Scalo is able to offer based on past IRS coordination efforts.		


REFER TO A7.10 FOR ROOF AT LEVEL 2 PLAZA
ROOF AT 2ND LEVEL BELOW
ROOF AT 2ND LEVEL BELOW
TYP.
AC DC
AC DC
AC DC
AC DC
CONC. ROOF STRUCT.
MAINTAIN 1/4 : 12 MIN. SLOPE TYP.
ROOF AT 5TH LEVEL BALCONY BELOW
REFER TO A7.00 FOR ROOF AT LEVEL 5 BALCONY
RA-1

Design 1 Upper Arlington Community Center, 3172 Tremont Rd, Columbus, OH 43221

Report

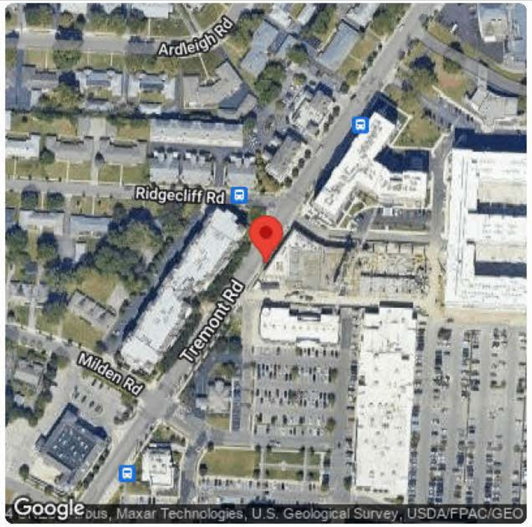
Project Name	Upper Arlington Community Center
Project Address	3172 Tremont Rd, Columbus, OH 43221
Prepared By	Matt Crea mattc@scalosolar.com

SCALO SOLAR SOLUTIONS, LLC

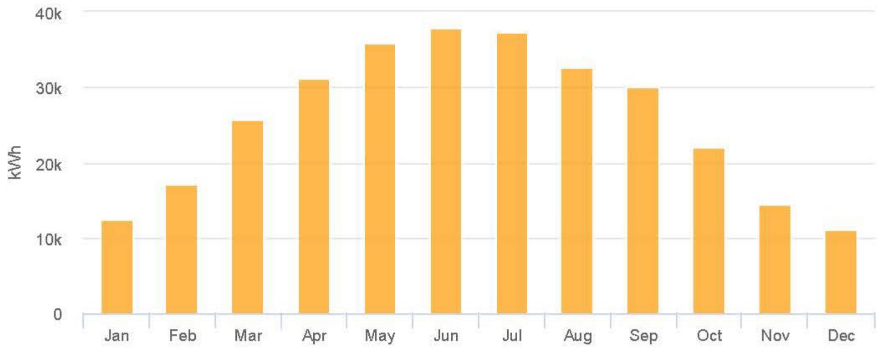
System Metrics

Design	Design 1
Module DC Nameplate	238.2 kW
Inverter AC Nameplate	200.0 kW Load Ratio: 1.19
Annual Production	308.1 MWh
Performance Ratio	84.9%
kWh/kWp	1,293.6
Weather Dataset	TMY, 10km grid (40.05,-83.05), NREL (prospector)
Simulator Version	13481b1254-23ad5ce6b8-2c24aee3ce-e57274df7f

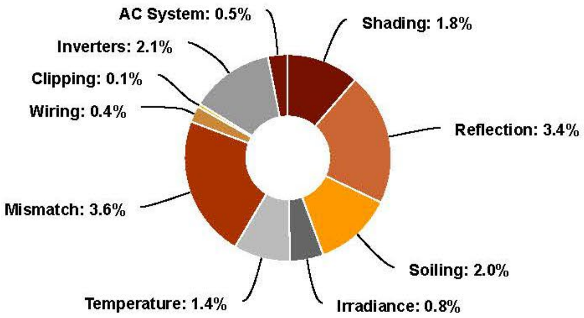
Project Location



Monthly Production



Sources of System Loss



Energy Assumptions	
System Rating DC W (Bifacial-STC)	260,700
Base Year Output in kWh	334,200
Annual Consumption in kWh	0
Base Year Utility Rate	$0.1132
Investment/Return Assumptions	
Investment Tax Credit	30.0%
Expected SREC Value	$24.00
Corp. Fed & State Tax Rate	30.0%
Additional Grants	$0
Capital Cost	
Solar EPC Costs	**$ 540,525**
Reflective Roofing System	**$1,214,925**
Total System Cost	**$1,755,450**

SUMMARY	
Annual Energy Generated (kWh):	**334,200**
Consumption Offset:	
Cost of Installation:	**$540,525**
Cumulative (25yr) Return:	**$1,262,941**
Payback Period:	**3.6**
% of Investment Returned in Year 1	**78%**
Allocable Components for Tax Credits (ref. List to right)	**$ 728,955**

SCALO SOLAR
SOLUTIONS, LLC

Components of Demolition and New Construction:	
1. Roof Price	$1,214,925
- Portion Allocable for Tax Credits (60%)	$ 728,955
2. Redecking or Repairs	$ -
3. Active Skylight Installation	$ -
4. Lightning Protection	$ -
Total	$ 728,955

Project: Upper Arlington Community Ctr.

Date: 2/20/2024

Revised: 3/11/2024

Total Yr. 1 Tax Credit	**$380,844**

INVESTMENT/RETURN ANALYSIS	**YEAR 0**	**YEAR 1**	**YEAR 2**	**YEAR 3**	**YEAR 4**	**YEAR 5**	**YEAR 6**	**YEAR 7**	**YEAR 8**	**YEAR 9**	**YEAR 10**	**YEAR 11**	**YEAR 12**	**YEAR 13**	**YEAR 14**	**YEAR 15**
kWh Generated		334,200	332,529	330,866	329,212	327,566	325,928	324,298	322,677	321,064	319,458	317,861	316,272	314,690	313,117	311,551
Energy Cost Escalation		0.00	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
Saved Energy Costs		**$37,831**	**$38,772**	**$39,735**	**$40,722**	**$41,734**	**$42,771**	**$43,834**	**$44,924**	**$46,040**	**$47,184**	**$48,357**	**$49,558**	**$50,790**	**$52,052**	**$53,345**
Value/SREC		$24.00	$24.00	$24.00	$24.00	$24.00	$24.00	$24.00	$24.00	$24.00	$24.00	$24.00	$24.00	$24.00	$24.00	$24.00
SREC's		334.20	332.53	330.87	329.21	327.57	325.93	324.30	322.68	321.06	319.46	317.86	316.27	314.69	313.12	311.55
SREC Income		**$8,021**	**$7,981**	**$7,941**	**$7,901**	**$7,862**	**$7,822**	**$7,783**	**$7,744**	**$7,706**	**$7,667**	**$7,629**	**$7,591**	**$7,553**	**$7,515**	**$7,477**
Solar Depreciable Base																
Roof Depreciable Base																
Solar Bonus Depreciation																
Allocable New Roof Bonus Depreciation																
Solar MACRS Accelerated Depreciation			$0	$0	$0	$0	$0									
Roof MACRS Accelerated Depreciation		$0	$0	$0	$0	$0	$0									
Net Gain/Loss		$0	$0	$0	$0	$0	$0									
at the applicable Tax Rate		**$0**	**$0**	**$0**	**$0**	**$0**	**$0**									
Solar Investment Tax Credit		$162,158														
Allocable Roof Invest. Tax Credit		$218,687														
Total Investment Tax Credit		**$380,844**														
NET AFTER TAX CASH FLOW		**386,458.56**	**5,614.56**	**5,586.49**	**5,558.55**	**5,530.76**	**5,503.11**	**5,475.59**	**5,448.21**	**5,420.97**	**5,393.87**	**5,366.90**	**5,340.06**	**5,313.36**	**5,286.80**	**5,260.36**
Saved Energy Costs		**37,831.44**	**38,771.55**	**39,735.02**	**40,722.44**	**41,734.39**	**42,771.49**	**43,834.36**	**44,923.65**	**46,040.00**	**47,184.09**	**48,356.62**	**49,558.28**	**50,789.80**	**52,051.93**	**53,345.42**
SOLAR Investment/Return	**$ (540,525)**	**424,290.00**	**44,386.11**	**45,321.51**	**46,280.99**	**47,265.15**	**48,274.60**	**49,309.96**	**50,371.86**	**51,460.97**	**52,577.96**	**53,723.52**	**54,898.35**	**56,103.17**	**57,338.73**	**58,605.78**
Cumulative Return	**($540,525)**	**($116,235)**	**($71,849)**	**($26,527)**	**$19,754**	**$67,019**	**$115,293**	**$164,603**	**$214,975**	**$266,436**	**$319,014**	**$372,738**	**$427,636**	**$483,739**	**$541,078**	**$599,684**
After-Tax Annual Rate of Return		**78.5%**	**8.2%**	**8.4%**	**8.6%**	**8.7%**	**8.9%**	**9.1%**	**9.3%**	**9.5%**	**9.7%**	**9.9%**	**10.2%**	**10.4%**	**10.6%**	**10.8%**
Cumulative Annual Return %		**78.5%**	**86.7%**	**95.1%**	**103.7%**	**112.4%**	**121.3%**	**130.5%**	**139.8%**	**149.3%**	**159.0%**	**169.0%**	**179.1%**	**189.5%**	**200.1%**	**210.9%**
Payback Period	**3.6**				**3.6**											
IRR	**21%**															

Carbon Offset

- Estimated Carbon Offset is 215 Metric Tons/Year
- Equivalent to the CO_2 produced by 550,000 miles driven by an average gas power vehicle

Exhibit B

Enhancing our Services: OpenGov Asset Management Platform

City Council Meeting

March 18, 2024

Agenda

- What is Asset Management?
- OpenGov Asset Management Platform & Benefits
- Implementation
- Expected Outcomes
- Budgeting/Funding Consideration
- Next Steps
- Conclusion
- Q&A//Discussion

What is Asset Management?

City of Upper Arlington's Assets

Traffic Signals
57

Street Lights
1876

131
Storm Sewer Miles

Storm Sewer Manholes
1688

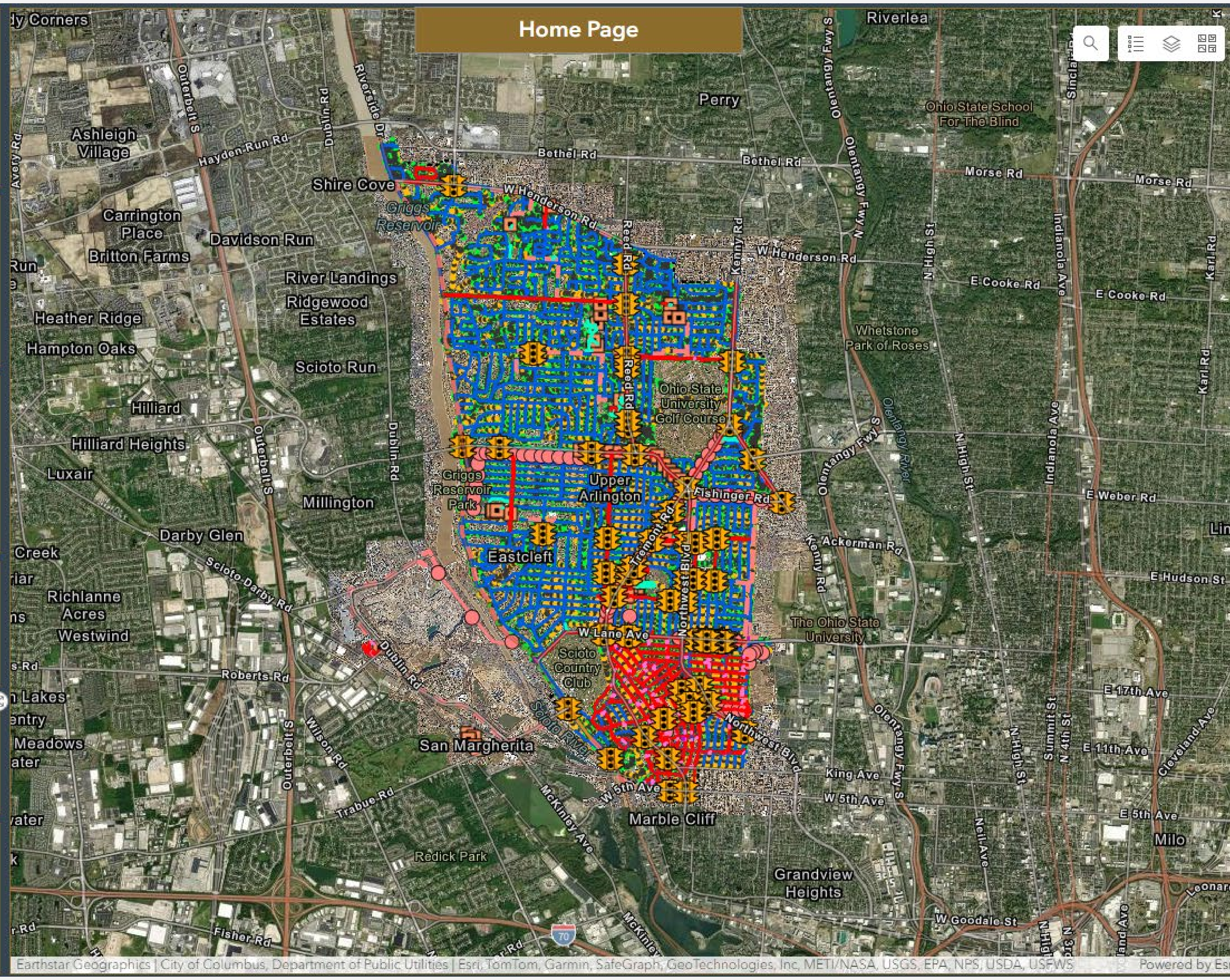
Storm Sewer Catch Basins
1543

Storm Sewer Curb Inlets
3480

Sanitary Sewer Manholes
4018

164.3
Sanitary Sewer Miles

Public Hydrants
1933



Upper Arlington is **9.8** Sq. miles

164.28 Centerline Miles

365.68
Lane Miles

Average PCR

88.96

0 100

- Addition of Parks and Rec Asset Management

City *of* Upper Arlington

OpenGov Presentation

OpenGov Asset Management Platform & Benefits

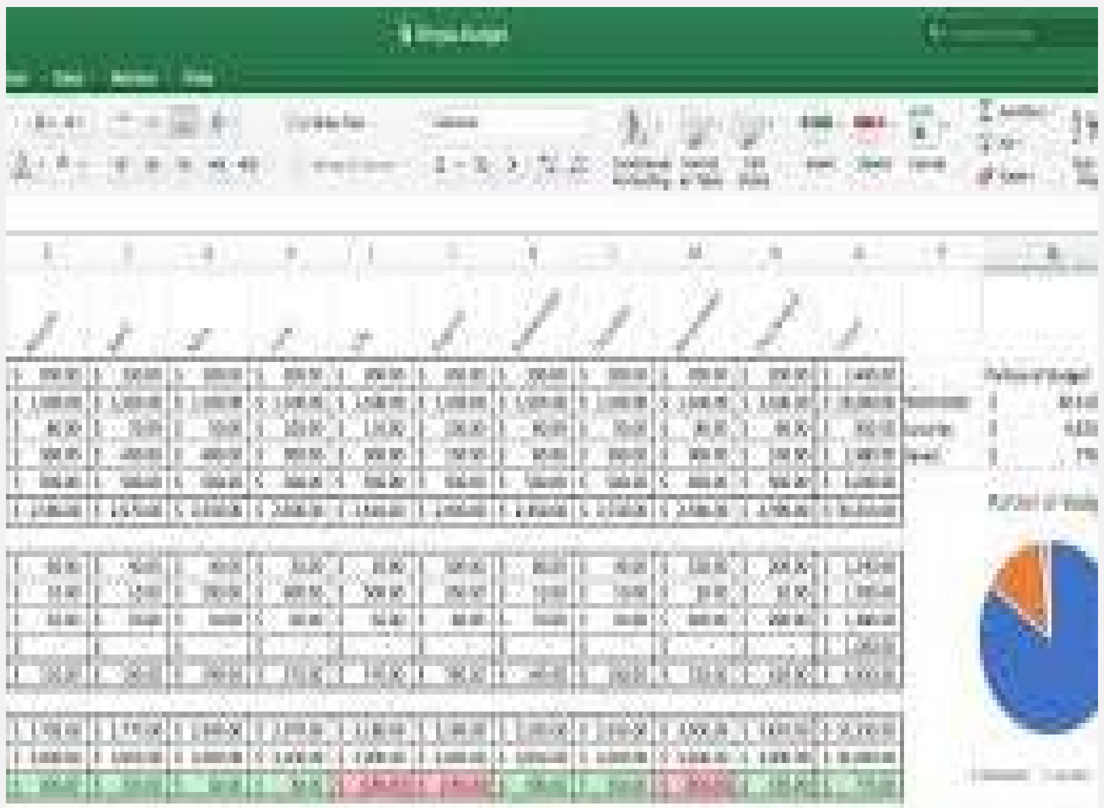
4

- **Transparency and Accountability**
- **Efficiency and Data-Driven Decision Making**
- **Cost Savings and Resource Optimization**
- **Collaboration and Stakeholder Engagement**
- **Future Proofing and Long-Term Planning**
- **Robust Training and Support System**
- **Multiple Divisions: Public Works, Parks & Forestry and Electrical**
- **Seamless Data Conversion**

Example of Benefits

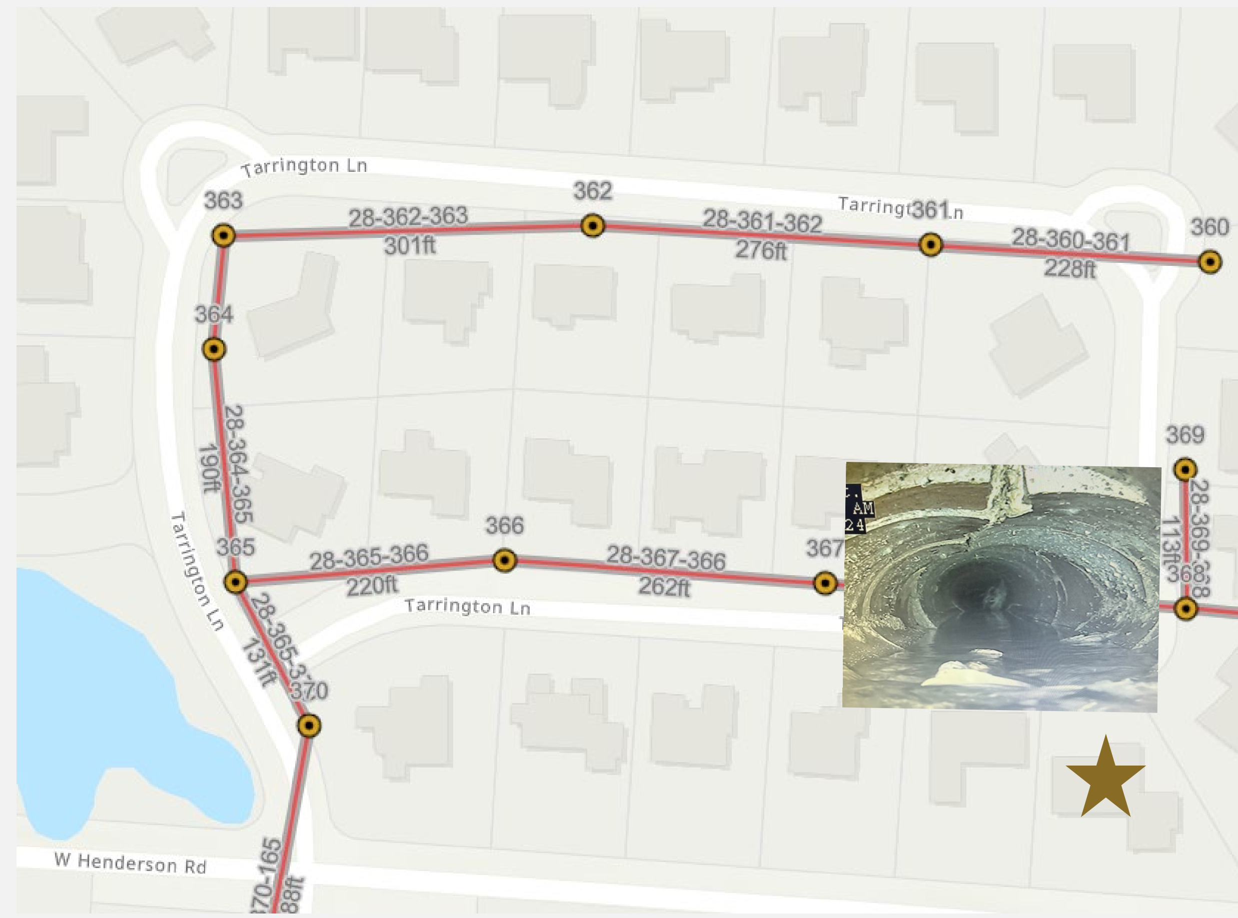
Sanitary Sewer Cleaning and Data Management

Current State



- Data across Multiple Programs
- Lack of Integrity and Accessibility
- Limited Informed Decision Making

OpenGov Future



- Single Database (Integrity, Accessible)
- Real Time Integration of Data
- Multiple Data Inform Decision-Making
- Visually Supportive Products
- Supports our Residents

Implementation: Manage Every Asset

- **Scope of Implementation**
- **Key Understanding**
- **Project Management and Responsibilities**
- **Training and Completion Criteria**
- **Estimated Schedule**





Budgeting Considerations

7

OpenGov Pricing for City of Upper Arlington, OH				
Subscription Year	**Months**	**Software**	**Professional Services**	**Total**
April 1, 2024 - December 31, 2024	9	$85,725.00	$174,780.00	$260,505.00
January 1, 2025 - December 31, 2025	12	$120,015.00	$0.00	$120,015.00

- **Approved Budget Allocation**:
  - Council approved $350,000.00 for the expenditure on OpenGov's Asset Management platform.
- **Final Fee for 2024**:
  - The final fee for 2024 is $260,505, which is within the approved budget.
- **Annual Subscription Fees for Remaining Years**:
  - 2025: $120,015.00
  - 2026: $126.015.75
  - 2027: $132,316.54
  - 2028: $138,932.36
- **Training and Ongoing Support**:
  - OpenGov offers comprehensive training and ongoing support, including an active community forum for issue resolution with other users and OpenGov staff
  - Also includes full utilization of the Citizen Request Portal

Conclusion

8

- **Comprehensive Solution**: OpenGov's Asset Management platform offers a comprehensive solution tailored to the City of Upper Arlington's needs, empowering efficient and accountable governance across multiple departments.

- **Cost-Effective Implementation**: With transparent budgeting and adherence to approved allocations, the implementation of OpenGov's platform remains within the established budgetary framework, ensuring fiscal responsibility and sustainability.

- **Smooth Transition and Future Expansion**: The seamless transition from existing software vendors to OpenGov, coupled with the potential for future expansion to additional departments, underscores the platform's scalability and adaptability to evolving municipal requirements.

- **Enhanced Support and Collaboration**: OpenGov's commitment to robust training, ongoing support, and active community engagement fosters a collaborative environment, empowering city personnel to maximize the platform's benefits and drive continued efficiency and innovation

Q&A Session // Guidance

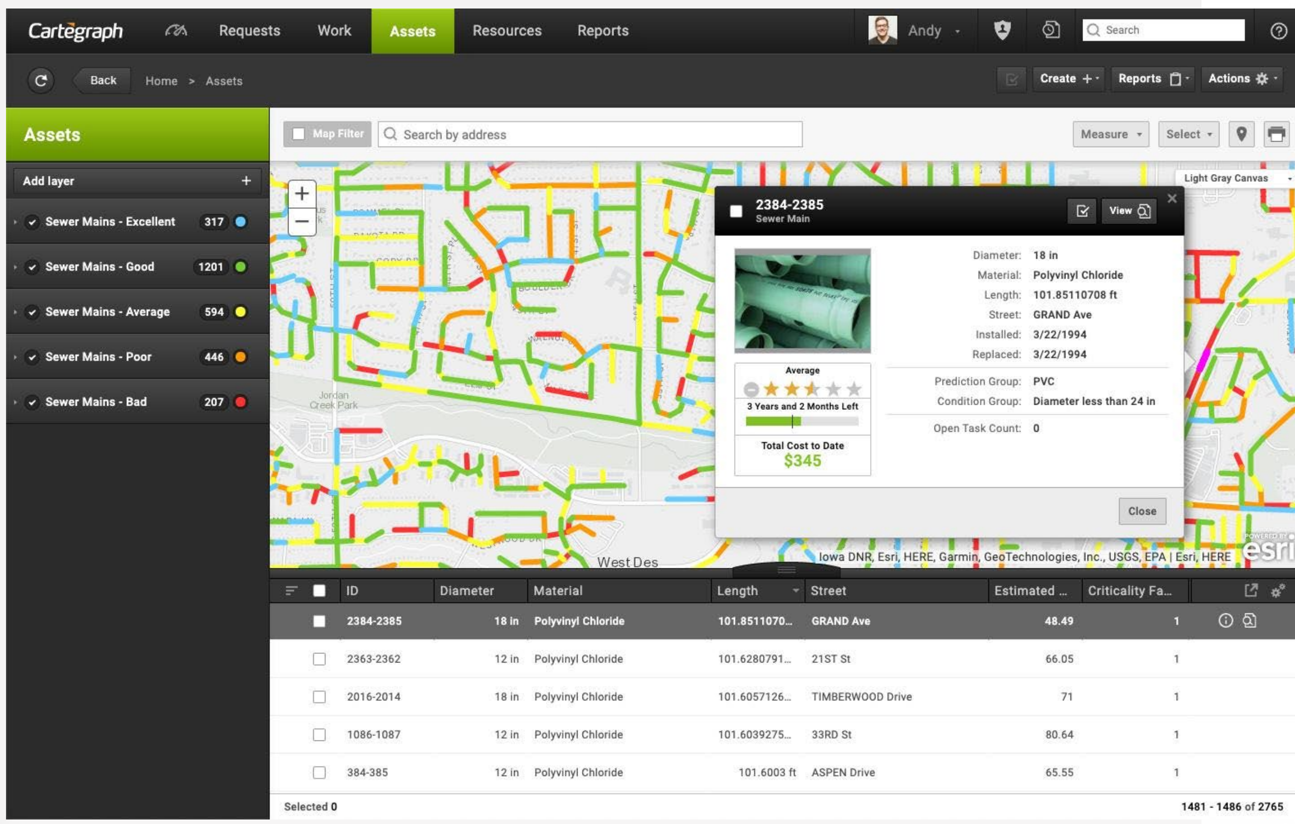
Hidden Slides

10

Assets

Asset Management

Manage Every Asset



ASSETS

Know what you have, where it is, and what condition it's in.

WORK

Create, assign, and track tasks from anywhere with a truly mobile workforce.

RESOURCES

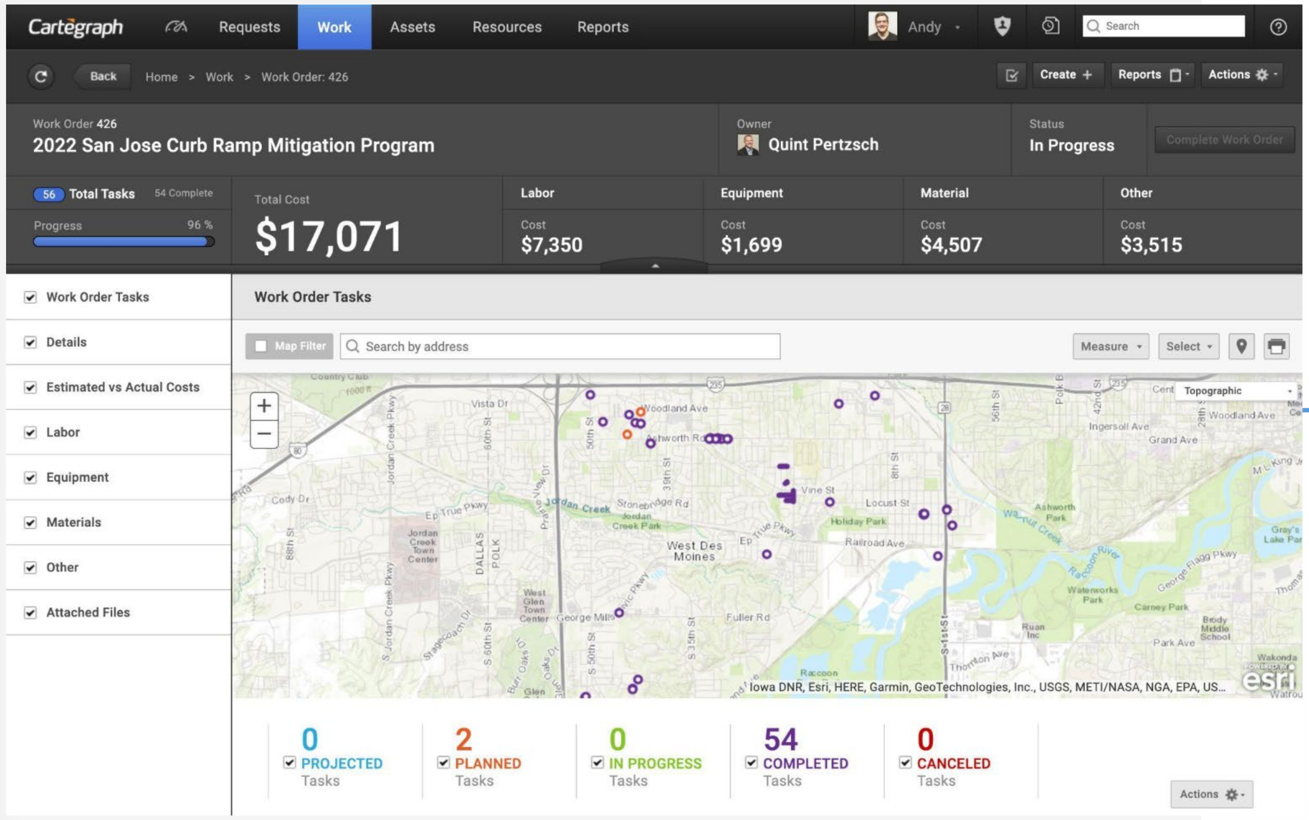
Estimate, assign, and track labor, equipment, materials, and vendors.

INFRASTRUCTURE PLANNING

Model asset scenarios and develop data-driven plans for the future

Asset Management

Manage Every Asset



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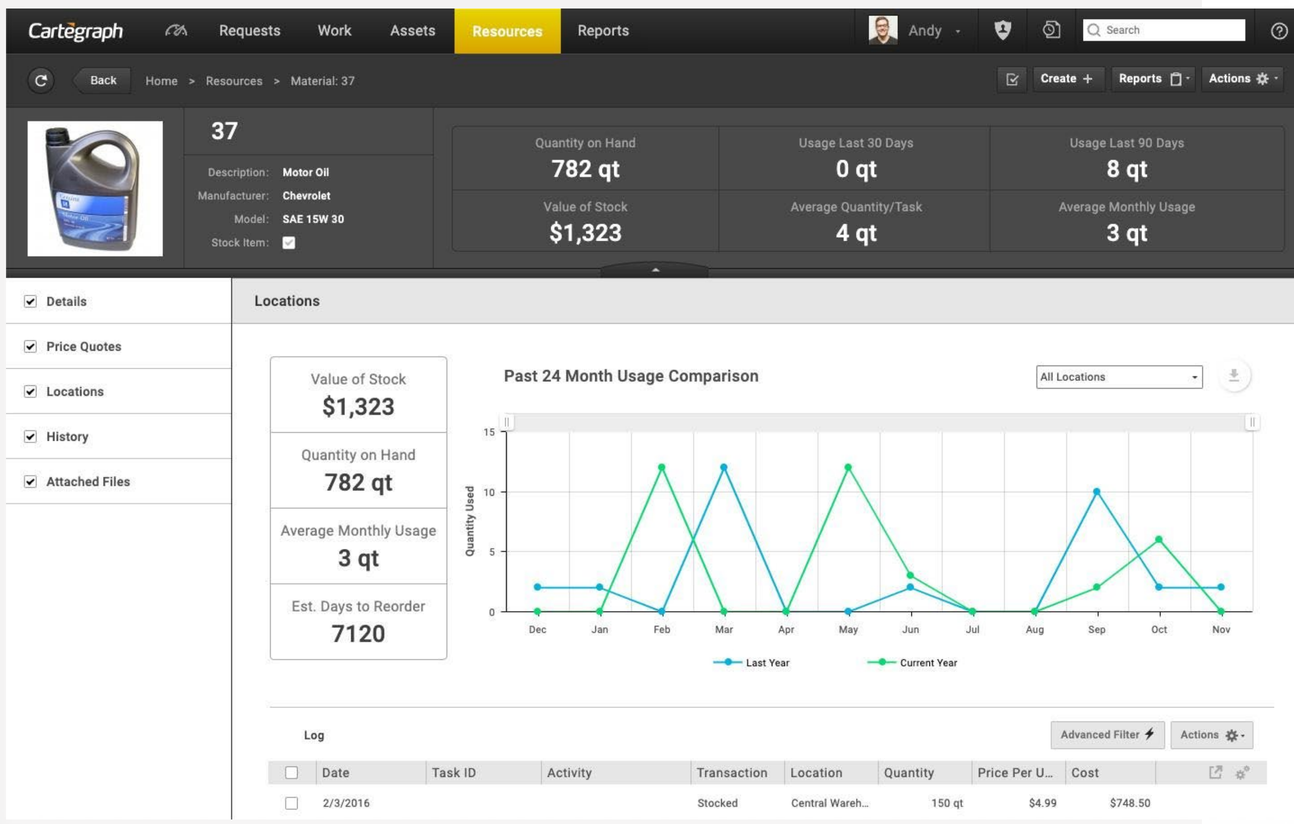
Resources

Asset Management

Manage Every Asset



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INFRASTRUCTURE PLANNING

Model asset scenarios and develop data-driven plans for the future

Exhibit C

Procurement Code Update

City of Upper Arlington

Review & Recommendations

- 2023 City Council Retreat – Procurement Reform listed as a Tier 2 Priority to Complete
- December 2023 – Procurement Audit Completed
- Review Team:

  Darren Shulman, City Attorney

  Jackie Thiel, Asst. City Manager

  Brent Lewis, Finance Director

  Valerie Piccininni, Purchasing Administrator

Procurement Audit Recommendations

15 Recommendations (High, Medium, Low)

Implementation Complete/Ongoing

- Identification of common purchases for contracts – HIGH
  - example – facility plumbing contract
- Centralized tracking and maintenance of contracts – HIGH
  - OnBase

Procurement Audit Recommendations

Procurement Code Updates

- **Increase purchasing authority for department heads to $10,000 and the City Manager to $100,000 - HIGH**
- **Formalize the requirement for competitive quotes for procurements between $10,001 and $40,000 – HIGH**

Recommendations to Follow Update (all completed by end of 2024)

- Develop purchasing manual and training (internal) – HIGH
- Template for handling documentation of procurement at quotation level - HIGH
- Establish and track Key Performance Indicators - HIGH

Procurement Code Key Changes

- Removing Local Business Preference – Institute for Public Procurement states this conflicts with the fundamental public procurement principles for full and open competition and serves as a barrier to diversifying contracting opportunities
- Removing requirement (unless required by grant) to advertise in local paper.
- Adding a few additional types of contracts that can be awarded through formal competitive bidding or a competitive procurement process (i.e. items related to existing technology)
- Increasing the City Manager authorization threshold (not competitive bid threshold)

Next Steps

Procurement Code Update Reading

- 2nd Reading April 15th
- 3rd Reading/Vote April 22nd

Authors: Gary Wilfong, P.E., Public Service Director
Patrick Kaune, Public Works Manager

Council Meeting Date: April 15, 2024

Subject/Legislative Item: Ordinance No. 25- 2024 - An ordinance authorizing the City Manager to enter into contract with RAP Management and Shelly Company for the purchase of asphalt concrete materials

Purpose: To provide the necessary materials for pavement repairs performed by Public Works employees.

Executive Summary: Legislation authorizes the City Manager enter into two contracts for the purchase of asphalt material.

Purpose and Impact
This ordinance requests authorization for the City Manager to approve an expenditure of $70,000.00 for two contracts for the purchase of asphalt materials in 2024: Shelly Company ($30,000) and RAP Management ($40,000).

This purchase was advertised with the intent of entering into two contracts, with the contract pricing being established by the per ton bids submitted. The use of two vendors allows for operational flexibility, smoother workflow management and handling varying demands efficiently. Additionally, it ensures our ability to obtain materials should one plant not be operational, which has occurred in the past. This approach aims not only to ensure reliable service delivery but also optimizes financial resources.

On March 5h, the City received four (4) bids for asphalt concrete materials as follows:

			RAP Management	Shelly Company	Kokosing	Decker
Item	Unit	Material Description	Unit Cost	Unit Cost	Unit Cost	Unit Cost
301	Ton	Asphalt Concrete Base	$72.00	$76.50	$78.00	$85.00

405	Ton	Cold Mix with Fiber	$130.00	no bid	no bid	$140.00
448	Ton	Asphalt Concrete Intermediate Course Material	$77.00	$82.50	$80.00	$90.00
448	Ton	Asphalt Concrete Surface Course Material	$82.00	$89.50	$90.00	$90.00

In the 2024 approved budget, $80,000.00 is set aside for the expenditure on asphalt concrete material. The overall bid was established by obtaining per ton prices for different types of asphalt with the intent of awarding two contracts. Not only did RAP Management provide the lowest bid, but its utilization of recyclables in its asphalt products not only reduces environmental impact by diverting waste from landfills but also contributes to sustainable infrastructure development. The second bidder recommended for award is Shelly Company, which has performed well for the City in the past and is closer in proximity, reducing our transportation expenses and potential delays associated with material availability. While they did not submit a bid for Cold Mix, we still recommend awarding the contract, as this is typically a small amount that is required and can be handled by one supplier.

No minority owned firms submitted a bid.

History
The Public Service Department is required to maintain the City's streets. In 2023, the Public Works Division spent $68,000 for asphalt products. The current contract is set to expire on April 7, 2024. Each year the Public Works Division routinely performs asphalt pavement maintenance and repairs to City streets. In 2023, Public Works crews made repairs to 54,338 square feet of pavement and filled over 1,100 potholes on arterial, collector and residential streets.

Alternatives
Delaying the passage of this ordinance may delay the necessary pavement maintenance by our work crews on Upper Arlington's 346 lane miles of streets.

Attachments

1.	Ordinance No. 25-2024

RECORD OF ORDINANCES

CITY OF UPPER ARLINGTON
STATE OF OHIO

ORDINANCE NO. 25-2024

TO AUTHORIZE THE CITY MANAGER TO ENTER INTO CONTRACT WITH RAP MANAGEMENT AND SHELLY COMPANY FOR THE PURCHASE OF ASPHALT CONCRETE MATERIALS

WHEREAS, the Public Service Department is required to maintain the City's 346 lane miles of streets; and

WHEREAS, each year, the Public Works Division routinely performs asphalt pavement maintenance and repairs to City streets; and

WHEREAS, in 2023, Public Works crews made repairs to 54,338 square feet of pavement and filled over 1,100 potholes on arterial, collector, and residential streets; and

WHEREAS, on March 5^{h}, the City received four bids for asphalt concrete materials; and

WHEREAS, the overall bid was established by obtaining per ton prices for different types of asphalt with the intent of awarding two contracts; and

WHEREAS, it is recommended to award the first bid to RAP Management as the lowest bidder; the company's utilization of recyclables in its asphalt products not only reduces the environmental impact by diverting waste from landfills, but also contributes to sustainable infrastructure development; and

WHEREAS, it is recommended to award the second bid to Shelly Company, which has performed well for the City in the past and is closer in proximity to the City of Upper Arlington, reducing our transportation expenses and potential delays associated with material availability.

NOW, THEREFORE, BE IT ORDAINED by the Council of the City of Upper Arlington, Ohio:

SECTION 1. The City Manager is hereby authorized to enter into contract with RAP Management for the purchase of asphalt concrete materials, for an amount not to exceed $40,000.00.

SECTION 2. The City Manager is hereby authorized to enter into contract with Shelly Company for the purchase of asphalt concrete materials, for an amount not to exceed $30,000.00.

SECTION 3. The City Manager, Finance Director, and the City Attorney are hereby authorized to take all actions, including the execution of all documents or amendments necessary to enter into, implement, and administer the agreement and expenditure that are not substantially inconsistent with this ordinance.

SECTION 4. This ordinance shall take effect immediately upon passage.

City of Upper Arlington
3600 Tremont Road | Upper Arlington, OH 43221
614-583-5000 | upperarlingtonoh.gov

STAFF REPORT

Authors:	Gary Wilfong, P.E., Public Service Director Patrick Kaune, Public Works Manager
Council Meeting Date:	April 15, 2024
Subject/Legislative Item:	Ordinance No. 26-2024 - An ordinance authorizing the City Manager to enter into contract with Core and Main for the purchase of fire hydrant parts
Purpose:	Perform Fire Hydrant preventative maintenance and repairs to ensure all are functioning properly**.**
Executive Summary:	Legislation authorizes the City Manager to enter into a contract with Core and Main to provide Fire Hydrant Parts for preventative maintenance and repair.

Purpose and Impact

This ordinance requests authorization for the City Manager to enter into a contract with Core and Main in the amount of $43,963.75 to purchase Kennedy and American Darling Fire Hydrant parts.

On March 7th, the City received three (3) bids for supplying hydrant parts as follows:

Vendor	Bid Amount
Core and Main	$43,963.75 – Low Bidder
Ferguson	$46,550.00
Williams	$69.939.00

In the 2024 approved budget, $100,000 is budgeted for materials and supplies in the 720 Water Fund (510 Materials and Supplies) that includes the purchase of hydrant parts.

History

The Public Service Department is required by Upper Arlington City Code 931.03 to maintain the City's 1,933 hydrants. To extend the life of each hydrant it is necessary to perform routine maintenance. During routine inspections of the inventory of fire hydrants, we often find that their condition ranged from average to poor condition and require Kennedy and American Darling Fire Hydrant parts to extend its use. These parts meet the industry standard in maintaining fire hydrant condition and repairs as needed.

Fire hydrants require regular maintenance to ensure they are functioning properly. Parts such as valves, gaskets, seals, and hydrant caps may need to be replaced or repaired over time due to wear and tear. In the event of damage, either accidental or intentional, fire hydrant parts may need to be replaced to restore functionality. This could include replacing damaged pipes, valves, or other components. Having spare parts on hand ensures that the city can quickly repair or replace damaged or malfunctioning fire hydrants in case of emergencies, ensuring that firefighters have access to water when needed.

Alternatives

Delaying the passage of this ordinance may allow the condition of the City's fire hydrants to degrade readiness through lack of preventive maintenance or repair.

Attachments

1.	Ordinance No. 26-2024

RECORD OF ORDINANCES

CITY OF UPPER ARLINGTON
STATE OF OHIO

ORDINANCE NO. 26-2024

TO AUTHORIZE THE CITY MANAGER TO ENTER INTO CONTRACT WITH CORE AND MAIN FOR THE PURCHASE OF FIRE HYDRANT PARTS

WHEREAS, the Public Service Department is required by Upper Arlington City Code Section 931.03 to maintain the City's 1,933 fire hydrants; and

WHEREAS, to extend the life of each hydrant, it is necessary to perform routine maintenance; and

WHEREAS, during routine inspections of the fire hydrant inventory, Staff found that their condition ranged from average to poor and require Kennedy and American Darling Fire Hydrant parts to extend their use; and

WHEREAS, on March 7, 2024, the City received three bids for supplying hydrant parts, as outlined in the table below; and

Vendor	**Bid Amount**
Core and Main	$43,963.75
Ferguson	$46,550.00
Williams	$69,939.00

WHEREAS, in the 2024 approved budget, $100,000 is budgeted for materials and supplies in the 720 Water Fund (510 Materials and Supplies), which includes the purchase of hydrant parts; and

WHEREAS, Staff recommends awarding the bid to Core and Main, as the lowest bidder, for an amount not to exceed $43,963.75, to purchase Kennedy and American Darling Fire Hydrant parts.

NOW, THEREFORE, BE IT ORDAINED by the Council of the City of Upper Arlington, Ohio:

SECTION 1. The City Manager is hereby authorized to enter into contract with Core and Main for the purchase of fire hydrant parts, for an amount not to exceed $43,963.75.

SECTION 2. The City Manager, Finance Director, and the City Attorney are hereby authorized to take all actions, including the execution of all documents or amendments necessary to enter into, implement, and administer the agreement, that are not substantially inconsistent with this ordinance.

SECTION 3. This ordinance shall take effect immediately upon passage.

Monthly Financial Report
As of February 2024

General Fund (101)

	Original Budget	Amended Budget	Projected To Date	Actual	Dollar Variance	Percentage Variance
Revenues and Other Sources						
Income Tax	$ 32,096,900	$ 33,317,200	$ 6,004,573	$ 5,592,535	$ (412,038)	-6.86%
Real & Personal Property Tax	8,863,000	9,977,100	-	-	-	0.00%
All Other Operating Revenues	9,238,970	9,394,070	1,416,567	1,908,443	491,876	34.72%
Transfers/Advances In	3,235,500	3,235,500	-	-	-	0.00%
Total Revenues and Other Sources	53,434,370	55,923,870	7,421,140	7,500,978	79,838	**1.08%**
Obligations:						
Police Division	11,714,300	11,714,300	2,119,123	2,063,640	55,483	2.62%
Fire Division	11,669,300	11,669,300	1,907,017	1,851,227	55,790	2.93%
Board of Health	388,600	388,600	-	-	-	0.00%
Parks and Recreation	5,834,500	5,834,500	1,240,033	1,134,751	105,282	8.49%
Community Development	1,531,000	1,531,000	496,653	459,912	36,741	7.40%
Public Service Administration	1,260,600	1,260,600	234,538	215,012	19,526	8.33%
Public Works	1,483,200	1,483,200	185,400	164,656	20,744	11.19%
City Manager	1,917,600	1,917,600	239,700	224,700	15,000	6.26%
City Attorney	934,200	934,200	127,259	112,694	14,565	11.45%
City Clerk	304,000	304,000	44,333	40,587	3,746	8.45%
City Council	150,800	150,800	31,417	29,371	2,046	6.51%
Finance	1,490,600	1,490,600	323,038	310,891	12,147	3.76%
Facilities Maintenance	3,068,400	3,068,400	423,494	391,931	31,563	7.45%
Information Technology	1,931,200	1,931,200	307,190	260,969	46,221	15.05%
General Administration	3,490,000	3,490,000	1,033,054	1,009,672	23,382	2.26%
Transfers/Advances Out	4,174,200	4,174,200	-	-	-	0.00%
Total Obligations	51,342,500	51,342,500	8,712,249	8,270,013	442,236	**5.08%**
Excess of Revenue and Other Sources over Obligations:	2,091,870	4,581,370	(1,291,109)	(769,035)		
Total Beginning Fund Balance	34,792,547	34,792,547	34,792,547	34,792,547		
Anticipated Appropriation Lapses	1,415,000	1,415,000	-	-		
Total Ending Fund Balance	**$ 38,299,417**	**$ 40,788,917**	**$ 33,501,438**	**$ 34,023,512**	**$ 522,074**	**1.56%**

Capital Asset Management Fund (102)

	Original Budget	Amended Budget	Projected To Date	Actual	Dollar Variance	Percentage Variance
Revenues and Other Sources						
Income Tax	$ 12,482,200	$ 12,956,700	$ 2,359,233	$ 2,174,880	$ (184,353)	-7.81%
Total Revenues and Other Sources	**12,482,200**	**12,956,700**	**2,359,233**	**2,174,880**	**(184,353)**	**-7.81%**
Obligations						
Transfers/Advances Out	9,776,200	9,776,200	-	-	-	0.00%
Total Obligations	**9,776,200**	**9,776,200**	**-**	**-**	**-**	**0.00%**
Excess of Revenue and Other Sources over Obligations:	2,706,000	3,180,500	2,359,233	2,174,880		
Beginning Fund Balance	20,368,117	20,368,117	20,368,117	20,368,117		
Ending Fund Balance	**$ 23,074,117**	**$ 23,548,617**	**$ 22,727,350**	**$ 22,542,997**	**$ (184,353)**	**-0.81%**

Capital Equipment Fund (106)

	Original Budget	Amended Budget	Projected To Date	Actual	Dollar Variance	Percentage Variance
Revenues and Other Sources						
Real & Personal Property Tax	$ 1,127,730	$ 1,279,960	$ -	$ -	$ -	0.00%
Homestead & Rollbacks	150,270	170,140	-	-	-	0.00%
Transfers In	240,000	240,000	-	-	-	0.00%
Total Revenues and Other Sources	**1,518,000**	**1,690,100**	**-**	**-**	**-**	**0.00%**
Obligations						
Capital Equipment	1,311,900	1,311,900	837,388	837,388	-	0.00%
Total Obligations	**1,311,900**	**1,311,900**	**837,388**	**837,388**	**-**	**0.00%**
Excess of Revenue and Other Sources over Obligations:	206,100	378,200	(837,388)	(837,388)		
Beginning Fund Balance	867,861	867,861	867,861	867,861		
Ending Fund Balance	**$ 1,073,961**	**$ 1,246,061**	**$ 30,473**	**$ 30,473**	**$ -**	**0.00%**

Monthly Financial Report
As of February 2024

Street Maintenance and Repair Fund (207)

	Original Budget	Amended Budget	Projected To Date	Actual	Dollar Variance	Percentage Variance
Revenues and Other Sources						
Gasoline Taxes	$ 1,800,000	$ 1,800,000	$ 299,718	$ 297,988	$ (1,730)	-0.58%
Motor Vehicle License Taxes	450,000	450,000	71,949	57,921	(14,028)	-19.50%
All Other Operating Revenues	23,000	23,000	2,471	9,885	7,414	300.04%
Total Revenues and Other Sources	**2,273,000**	**2,273,000**	**374,138**	**365,794**	**(8,344)**	**-2.23%**
Obligations						
Public Service Administration	883,000	883,000	110,375	101,480	8,895	8.06%
Public Works	1,463,700	1,463,700	190,963	183,485	7,478	3.92%
Total Obligations	**2,346,700**	**2,346,700**	**301,338**	**284,965**	**16,373**	**5.43%**
Excess of Revenue and Other Sources over Obligations:	(73,700)	(73,700)	72,800	80,829		
Beginning Fund Balance	1,654,072	1,654,072	1,654,072	1,654,072		
Ending Fund Balance	**$ 1,580,372**	**$ 1,580,372**	**$ 1,726,872**	**$ 1,734,901**	**$ 8,029**	**0.46%**

Bonded Improvement Fund (402)

	Original Budget	Amended Budget	Projected To Date	Actual	Dollar Variance	Percentage Variance
Revenues and Other Sources						
All Other Operating Revenues	600,000	600,000	643,900	643,900	-	0.00%
Total Revenues and Other Sources	**600,000**	**600,000**	**643,900**	**643,900**	**-**	**0.00%**
Obligations						
Capital Improvements - CIP	13,605,700	13,605,700	9,475,406	9,475,406	-	0.00%
Total Obligations	**13,605,700**	**13,605,700**	**9,475,406**	**9,475,406**	**-**	**0.00%**
Excess of Revenue and Other Sources over Obligations:	(13,005,700)	(13,005,700)	(8,831,506)	(8,831,506)		
Beginning Fund Balance	18,241,845	18,241,845	18,241,845	18,241,845		
Ending Fund Balance	**$ 5,236,145**	**$ 5,236,145**	**$ 9,410,339**	**$ 9,410,339**	**$ -**	**0.00%**

Infrastructure Improvement Fund (404)

	Original Budget	Amended Budget	Projected To Date	Actual	Dollar Variance	Percentage Variance
Revenues and Other Sources						
All Other Operating Revenues	$ 7,937,000	$ 7,937,000	$ 859,842	$ 898,228	$ 38,386	4.46%
Transfers In	3,250,000	3,250,000	-	-	-	0.00%
Total Revenues and Other Sources	11,187,000	11,187,000	859,842	898,228	38,386	**4.46%**
Obligations						
Capital Improvements - CIP	12,308,400	12,308,400	8,814,087	8,814,087	-	0.00%
Capital Improvements - Community Center/Office	2,800,000	2,800,000	94,241	94,241	-	0.00%
Total Obligations	**15,108,400**	**15,108,400**	**8,908,328**	**8,908,328**	**-**	**0.00%**
Excess of Revenue and Other Sources over Obligations:	(3,921,400)	(3,921,400)	(8,048,486)	(8,010,100)		
Beginning Fund Balance	11,601,775	11,601,775	11,601,775	11,601,775		
Ending Fund Balance	**$ 7,680,375**	**$ 7,680,375**	**$ 3,553,289**	**$ 3,591,675**	**$ 38,386**	**1.08%**

Monthly Financial Report
As of February 2024

Solid Waste Management Fund (710)

	Original Budget	Amended Budget	Projected To Date	Actual	Dollar Variance	Percentage Variance
Revenues and Other Sources						
Charges for Services	$ 3,800,000	$ 3,800,000	$ 1,468,569	$ 1,348,405	$ (120,164)	-8.18%
All Other Operating Revenues	151,250	151,250	58,910	58,910	-	0.00%
Total Revenues and other sources	**3,951,250**	**3,951,250**	**1,527,479**	**1,407,315**	**(120,164)**	**-7.87%**
Obligations						
Public Works	4,112,200	4,112,200	562,031	548,890	13,141	2.34%
Total Obligations	**4,112,200**	**4,112,200**	**562,031**	**548,890**	**13,141**	**2.34%**
Excess of Revenue and Other Sources over Obligations:	(160,950)	(160,950)	965,448	858,425		
Beginning Fund Balance	1,449,715	1,449,715	1,449,715	1,449,715		
Ending Fund Balance	**$ 1,288,765**	**$ 1,288,765**	**$ 2,415,163**	**$ 2,308,140**	**$ (107,023)**	**-4.43%**

Water Surcharge Fund (720)

	Original Budget	Amended Budget	Projected To Date	Actual	Dollar Variance	Percentage Variance
Revenues and Other Sources						
Charges for Services	$ 792,000	$ 792,000	$ 152,725	$ 204,372	$ 51,647	33.82%
Total Revenues and other sources	**792,000**	**792,000**	**152,725**	**204,372**	**51,647**	**33.82%**
Obligations						
Public Works	442,300	442,300	40,498	36,291	4,207	10.39%
Capital Improvements	452,000	452,000	-	-	-	0.00%
Transfers Out (including intra-city services)	100,000	100,000	726	726	-	0.00%
Total Obligations	**994,300**	**994,300**	**41,224**	**37,017**	**4,207**	**10.21%**
Excess of Revenue and Other Sources over Obligations:	(202,300)	(202,300)	111,501	167,355		
Beginning Fund Balance (**)	1,771,114	1,771,114	1,771,114	1,771,114	-	
Ending Fund Balance	**$ 1,568,814**	**$ 1,568,814**	**$ 1,882,615**	**$ 1,938,469**	**$ 55,854**	**2.97%**

Monthly Financial Report
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Sanitary Sewer Surcharge Fund (730)

	Original Budget	Amended Budget	Projected To Date	Actual	Dollar Variance	Percentage Variance
Revenues and Other Sources						
Charges for Services	$ 1,175,000	$ 1,175,000	$ 217,473	$ 309,232	$ 91,759	42.19%
All Other Operating Revenues	1,500	1,500	996	996	-	0.00%
Total Revenue	**1,176,500**	**1,176,500**	**218,469**	**310,228**	**91,759**	**42.00%**
Obligations						
Public Works	934,700	934,700	155,783	149,339	6,444	4.14%
Capital Improvements	630,000	630,000	-	-	-	0.00%
Capital Equipment	347,500	347,500	56,746	56,746	-	0.00%
Transfers Out (including intra-city services)	27,600	27,600	2,420	2,420	-	0.00%
Total Obligations	**1,939,800**	**1,939,800**	**214,949**	**208,505**	**6,444**	**3.00%**
Excess of Revenue and Other Sources over Obligations:	(763,300)	(763,300)	3,520	101,723		
Beginning Fund Balance (**)	2,976,482	2,976,482	2,976,482	2,976,482		
Ending Fund Balance	**$ 2,213,182**	**$ 2,213,182**	**$ 2,980,002**	**$ 3,078,205**	**$ 98,203**	**3.30%**

Stormwater Management Fund (740)

	Original Budget	Amended Budget	Projected To Date	Actual	Dollar Variance	Percentage Variance
Revenues and Other Sources						
Charges for Services	$ 753,000	$ 753,000	$ 284,423	$ 271,747	$ (12,676)	-4.46%
Investment Earnings	40,000	40,000	17,374	17,374	-	0.00%
Miscellaneous income	-	-	-	-	-	0.00%
Total Revenues and other sources	**793,000**	**793,000**	**301,797**	**289,121**	**(12,676)**	**-4.20%**
Obligations						
Public Works	719,400	719,400	119,900	99,369	20,531	17.12%
Capital Equipment	287,500	287,500	-	-	-	0.00%
Transfers Out (including intra-city services)	77,700	77,700	2,071	2,071	-	0.00%
Total Obligations	**1,084,600**	**1,084,600**	**121,971**	**101,440**	**20,531**	**16.83%**
Excess of Revenue and Other Sources over Obligations:	(291,600)	(291,600)	179,826	187,681		
Beginning Fund Balance (**)	2,565,637	2,565,637	2,565,637	2,565,637		
Ending Fund Balance	**$ 2,274,037**	**$ 2,274,037**	**$ 2,745,463**	**$ 2,753,318**	**$ 7,855**	**0.29%**

Swimming Pool Fund (750)

	Original Budget	Amended Budget	Projected To Date	Actual	Dollar Variance	Percentage Variance
Revenues and Other Sources						
Charges for Services	$ 1,013,800	$ 1,013,800	$ 10,181	$ 9,471	$ (710)	-6.97%
Total Revenues and other sources	**1,013,800**	**1,013,800**	**10,181**	**9,471**	**(710)**	**-6.97%**
Obligations						
Parks and Recreation	1,054,700	1,054,700	35,157	28,786	6,371	18.12%
Total Obligations	**1,054,700**	**1,054,700**	**35,157**	**28,786**	**6,371**	**18.12%**
Excess of Revenue and Other Sources over Obligations:	(40,900)	(40,900)	(24,976)	(19,315)		
Beginning Fund Balance	344,087	344,087	344,087	344,087		
Ending Fund Balance	**$ 303,187**	**$ 303,187**	**$ 319,111**	**$ 324,772**	**$ 5,661**	**1.77%**

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Statement of Receipts and Disbursements (cash basis rounding)

Fund	Beginning Balance	Year to Date & Transfer In	Year to Date & Transfer Out	Ending Balance	Percentage Change
General	$ 37,085,663	$ 7,500,978	$ 7,052,630	$ 37,534,011	1.2%
Capital Asset Management	20,368,117	2,174,880	-	22,542,997	10.7%
Police Pension	1,167,500	-	-	1,167,500	0.0%
Fire Pension	1,167,500	-	-	1,167,500	0.0%
Self Insurance	1,003,601	25,524	13,546	1,015,579	1.2%
Capital Equipment	2,129,559	-	675,887	1,453,672	-31.7%
Police & Fire Pension	1,736,091	-	-	1,736,091	0.0%
Technology Fund	530,105	43,108	-	573,213	8.1%
Tax Incentive Review Fund	1,270	-	-	1,270	0.0%
Street Maintenance and Repair Fund	1,795,847	365,794	279,057	1,882,584	4.8%
EMS Billing Fund	701,619	116,218	35,926	781,911	11.4%
Law Enforcement	453,163	22,578	44,103	431,638	-4.7%
Tree Planting Fund	49,640	4,150	-	53,790	8.4%
Enforcement Education	20,849	50	154	20,745	-0.5%
Mayor's Court Computer	40,010	1,077	-	41,087	2.7%
Mayor's Court Special Project	156,791	3,590	-	160,381	2.3%
Lifelong Learning and Leisure	-	-	-	-	0.0%
FEMA Fund	-	-	-	-	0.0%
Local Coronavirus Relief Fund	-	-	-	-	0.0%
Local Fiscal Recovery Fund	2,450,228	-	-	2,450,228	0.0%
OneOhio Opioid Fund	53,506	-	1,251	52,255	-2.3%
Economic Development	1,860,151	-	5,300	1,854,851	-0.3%
Arlington Centre TIF Fund	142,294	-	-	142,294	0.0%
Tremont Road TIF Fund	15,415	-	-	15,415	0.0%
Lane Avenue Mixed Use TIF Fund	638,001	-	-	638,001	0.0%
Lane Avenue TIF Fund	443,876	-	1	443,875	0.0%
Arlington Crossing TIF Fund	1,359,099	-	-	1,359,099	0.0%
Horizon TIF Fund	1,331,468	-	-	1,331,468	0.0%
Kingsdale West TIF Fund	439,920	-	-	439,920	0.0%
Kingsdale CORE TIF Fund	823,957	-	-	823,957	0.0%
Civil Service	72,800	-	8,840	63,960	-12.1%
Riverside North TIF Fund	18,976	-	-	18,976	0.0%
Riverside South TIF Fund	281,445	-	-	281,445	0.0%
W. Lane Northwest TIF Fund	17,157	-	-	17,157	0.0%
Lane II TIF Fund	1,188,865	-	10,000	1,178,865	-0.8%
Kingsdale Center TIF Fund	756,632	-	74	756,558	0.0%
Gateway TIF Fund	21,561	-	90	21,471	-0.4%
Neighborhood Lighting Utility	282,103	23,179	6,764	298,518	5.8%
Clerk of Courts Fund	20,135	1,078	4,135	17,078	-15.2%
UA Visitor's Bureau Fund	531,953	16,070	-	548,023	3.0%
General Bond Retirement	2,605,287	4,411	52,291	2,557,407	-1.8%
Bonded Improvements	65,561,099	643,900	9,180,082	57,024,917	-13.0%
Infrastructure Improvement Fund	24,655,170	898,228	356,817	25,196,581	2.2%
Estate Tax Fund	25,373	-	21,261	4,112	-83.8%
Community Fiber Optic Fund	345,281	-	7,259	338,022	-2.1%
Employee Benefit	1,434,410	1,146,614	1,301,242	1,279,782	-10.8%
BWC Administration Fund	1,216,593	58,806	92,100	1,183,299	-2.7%
Solid Waste Management	1,793,773	1,407,315	688,606	2,512,482	40.1%
Water Surcharge	1,896,891	204,372	33,376	2,067,887	9.0%
Sanitary Sewer Surcharge	3,065,235	310,228	111,132	3,264,331	6.5%
Stormwater Management	3,295,610	289,121	150,289	3,434,442	4.2%
UA Swimming Pools	363,048	9,471	29,041	343,478	-5.4%
Returnable Bonds	-	-	-	-	0.0%
Unclaimed Funds	7,814	-	-	7,814	0.0%
Revolving Fund	39,331	21,099	6,049	54,381	38.3%
Construction Withholding	2,091,712	849,899	3,436	2,938,175	40.5%
Payroll Clearing Fund	557,720	6,203,246	6,509,163	251,803	-54.9%
Totals (ROUNDED)	**$ 190,111,214**	**$ 22,344,984**	**$ 26,679,902**	**$ 185,776,296**	***ROUNDED TOTALS***

Monthly Financial Report
As of February 2024

Income Tax Comparisons

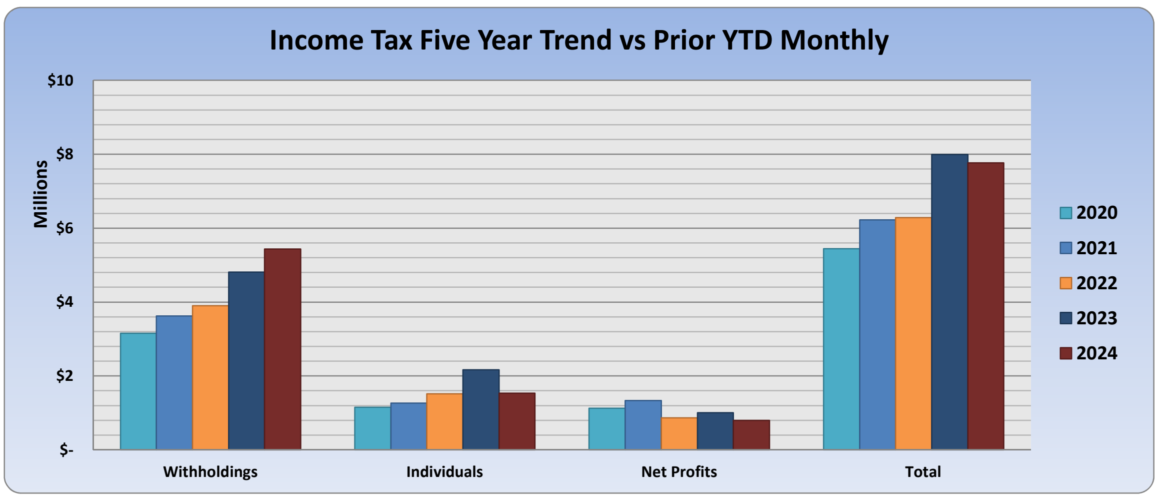
	Projections	Year to date	Difference	% Difference
Withholdings	$ 5,083,336	$ 5,434,721	$ 351,385	6.91%
Individuals	2,045,117	1,533,691	(511,426)	-25.01%
Net Profits	1,235,353	799,003	(436,350)	-35.32%
Total	$ 8,363,806	$ 7,767,415	$ (596,391)	-7.13%

Income Tax Five Year Comparison

	2020	2021	2022	2023	2024
Withholdings	$ 3,158,915	$ 3,623,583	$ 3,901,620	$ 4,815,201	$ 5,434,722
Individuals	1,156,464	1,265,502	1,518,770	2,167,018	1,533,691
Net Profits	1,126,649	1,332,654	863,803	1,008,880	799,003
Total	$ 5,442,028	$ 6,221,739	$ 6,284,193	$ 7,991,099	$ 7,767,416

Percentage Increase (Decrease) From Prior Year

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Withholdings	5.74%	14.71%	7.67%	23.42%	12.87%
Individuals	-0.89%	9.43%	20.01%	42.68%	-29.23%
Net Profits	51.98%	18.28%	-35.18%	16.80%	-20.80%
Total	11.16%	14.33%	1.00%	27.16%	-2.80%



INTEREST AND INVESTMENT INCOME

Feb-24

General Investments	Beginning Balance	Purchased	Matured/Sold	Deposited/Withdrawn	Investment Acct.	Ending Balance
Municipal Securities	1,929,046.00					$ 1,929,046.00
Corporate / General Investments	9,179,303.68	3,324,862.50				$ 12,504,166.18
Federal Agency	45,829,301.27	2,600,412.50	(1,497,645.00)			$ 46,932,068.77
United States Treas NTS	18,536,065.45		(3,600,080.08)			$ 14,935,985.37
TOTAL BONDS	$ 75,473,716.40	$ 5,925,275.00	$ (5,097,725.08)	$ -	$ -	$ 76,301,266.32
Short Term Fixed Maturity Commercial Paper	4,216,169.58					$ 4,216,169.58
Other Assets (Savings Cert - Market Traded)	$ 4,679,009.80		(1,482,162.25)			$ 3,196,847.55
Bond and Investments:						
2022						
Federal Agency	4,833,879.68		(291,583.60)			$ 4,542,296.08
Corporate / General Investments	1,057,111.00					$ 1,057,111.00
Short Term Fixed Maturity Commercial Paper	-					$ -
United States Treas NTS	1,376,789.22					$ 1,376,789.22
Community Center						
Federal Agency	15,766,401.96					$ 15,766,401.96
US Government Bonds	5,878,713.10					$ 5,878,713.10
TOTAL BONDS AND INVESTMENTS	$ 113,281,790.74	$ 5,925,275.00	$ (6,871,470.93)	$ -	$ -	$ 112,335,594.81
Money Markets:						
Money Market Fund (Trust Dept) - General	79,091.99	(5,925,275.00)	6,539,309.32	(4,629.15)	196,497.67	$ 884,994.83
Community Center	641,624.56				24,434.14	$ 666,058.70
Money Market Fund (Trust Dept) - Bond 2020 & 2022	492,822.64		308,000.00	(308,000.00)	29,069.52	$ 521,892.16
TOTAL MONEY MARKETS	$ 1,213,539.19	$ (5,925,275.00)	$ 6,847,309.32	$ (312,629.15)	$ 250,001.33	$ 2,072,945.69
Star Ohio:						
STAR Ohio	29,783,984.39			2,579,905.94	148,297.80	$ 32,512,188.13
STAR Bond Proceeds	13,472,276.21			278,524.78	59,398.11	$ 13,810,199.10
Star Federal ARPA (Gen Inve	2,306,850.18			(10,817.50)	10,017.05	$ 2,306,049.73
Star Gateway	974,485.75			(89.72)	4,246.31	$ 978,642.34
Star Kingsdale	966,794.81				4,213.09	$ 971,007.90
Star Office	8,229,699.77			(697,657.36)	33,558.87	$ 7,565,601.28
Star Community Center	14,261,567.77			(4,341,866.14)	47,807.08	$ 9,967,508.71
TOTAL STAR OHIO	$ 69,995,658.88	$ -	$ -	$ (2,192,000.00)	$ 307,538.31	$ 68,111,197.19
TOTAL INVESTMENTS	$ 184,490,988.81	$ -	$ (24,161.61)	$ (2,504,629.15)	$ 557,539.64	$ 182,519,737.69
HUNTINGTON BANK	$ 2,068,350.36					$ 3,256,557.91
TOTAL CASH AND INVESTMENTS	$ 186,559,339.17					$ 185,776,295.60

Authors:	Steven Schoeny, City Manager
Council Meeting Date:	April 15, 2024
Subject/Legislative Item:	Ordinance No. 23-2024 - An ordinance dissolving the Upper Arlington Community Improvement Corporation *(Close)*
Purpose:	This ordinance dissolves the Upper Arlington Community Improvement Corporation
Executive Summary:	Founded in 1993, the Upper Arlington Community Improvement Corporation (CIC) was created to assist the City in the revitalization and enhancement of property within the City. Community Improvement Corporations in Ohio are not-for-profit entities that foster economic development through the acquisition and sale of property. It has been many years since the board has undertaken any of those activities. However, the Ohio Revised Code imposes several requirements on community improvement corporations that lead to the City expending an average of $3,764 per year over the last 8 years in administrative expenses.

Purpose and Impact

The purpose of this ordinance is to reduce expenses, simplify city operations and facilitate the creation of new pathways for community input on economic development issues.

The CIC was created to allow the City to transfer real estate assets under the control of the city to a private entity. Once in possession of property, the CIC has the ability to manage redevelopment plans and partnerships with developers to redevelop the property. Under Ohio law, community improvement corporations have the significant power of being able to dispose of property without being subject to the normal bidding and competitive processes that other public bodies are subject to. It is typical for a government entity to transfer a real property asset to a CIC along with sufficient funds to undertake pre-development activities. The CIC will then engage in planning and negotiation with a developer with the intent of transferring the property and/or development rights to the developer. The process for the selection of the developer and the negotiation of the terms of any agreement are not subject to the public request for proposal or bidding processes that municipalities operate under.

The City has no plans to acquire additional property for redevelopment purposes. We currently own two properties that could theoretically be incorporated into a larger redevelopment. 1615 Fishinger Rd. was acquired in 2017. This site individually is not sufficient to accommodate a significant redevelopment project. As part of the Community Center Project, we will be demolishing the building that currently sits on the site and developing a parking lot to serve as overflow and employee parking for Kingsdale. 2477 Welsley was acquired in late 2019 and has remained with the City. The City has already demolished the home that sat on the site when it was acquired. Should the City determine that parking demand on Lane avenue requires additional parking, the City will convert that parcel to public parking.

Consistent with the City's focus on transparency and encouraging competition that provides the best value for our residents and taxpayers, City staff believes that effective redevelopment and public private partnerships can be managed through competitive bidding and public proposal processes. As demonstrated by multiple projects on Lane Avenue, the redevelopment of the Macy's/Lazarus site, and Gosh Enterprises purchase of and reinvestment in the former CompuServe headquarters, the City is capable of working with private entities to accomplish redevelopment through a broad array of scenarios. All of those redevelopments involve different models of interaction with private developers and none involved using the CIC.

If the City should determine that the services of a CIC would be advantageous, the City can work with the Central Ohio Community Improvement Corporation (COCIC). COCIC was created by Franklin County to return distressed properties throughout the county to productive use. COCIC regularly works with communities to acquire properties, perform pre-development work and work with developers to redevelop property. Additionally, there is nothing that would preclude the City from re-establishing the CIC should a future City Administration and Council choose to change course. In order for the City to use COCIC in this capacity, City Council would be required to approve the transfer of any land or funds to the COCIC.

As a practical matter, the primary value of the CIC has been serving as an advisory body for the City's economic development activities. If the CIC is dissolved, the City Manager will create an economic development advisory group composed of five to seven residents with experience in various aspects of redevelopment, including planning, finance, architecture and construction. The selection of those members will be made in consultation with the Council President and members of Council. It is anticipated that current members of the CIC will populate the first iteration of this group. The Economic Development Advisory Group will advise the City Manager and other staff on strategic focus of the City's economic development program, incentive program design and funding (but not individual agreements or proposals), any land use planning activities that have an economic development impact, and any other activities that could improve the City's economic development program. The economic development advisory group will be an ad hoc working group. It will have no voting powers.

History

In our research, we believe that the CIC has only been used to facilitate one economic development project: 4030 W. Henderson, a single story 15,000 square foot medical office building on 2.4 acres. The City acquired the property in 2000. The City held onto the property for five years before transferring it to the CIC. It was transferred approximately 18 months later to Central Ohio Medicine.

Over the last 8 years, the City has spent $30,112 on various audit, accounting and other filing fees to maintain the corporate structure of the CIC.

Alternatives

Elimination of the Upper Arlington CIC is not a requirement. The City could continue to fund the Upper Arlington CIC.

Attachments

1.	Ordinance No. 23-2024

RECORD OF ORDINANCES

CITY OF UPPER ARLINGTON
STATE OF OHIO

ORDINANCE NO. 23-2024

TO DISSOLVE THE UPPER ARLINGTON COMMUNITY IMPROVEMENT CORPORATION

WHEREAS, the powers, structure, and duties of Community Improvement Corporations (CIC) are outlined in Chapter 1724 of the Ohio Revised Code, providing that by resolution or ordinance, municipalities may designate a CIC as an agent of the city; and

WHEREAS, Community Improvement Corporations are not-for-profit development corporations, organized for the purpose of advancing, encouraging, and promoting the industrial, economic, and commercial development of communities; and

WHEREAS, Upper Arlington established its CIC by Resolution No. 19-1993, to assist in the revitalization and enhancement of property located within the City; and

WHEREAS, since its establishment, the CIC has been utilized once to facilitate an economic development project, which occurred more than 20 years ago; and

WHEREAS, each year the City expends an average of $3,764 annually to cover the administrative costs associated with the CIC; and

WHEREAS, on November 2, 2023, the CIC voted unanimously to recommend to City Council a formal dissolution of the board; and

WHEREAS, it is the recommendation of Staff to formally dissolve the CIC and create a more transparent process for economic development strategy through the formation of an ad-hoc economic advisory working group.

NOW, THEREFORE, BE IT ORDAINED by the Council of the City of Upper Arlington, Ohio:

SECTION 1. City Council hereby dissolves the Upper Arlington Community Improvement Corporation (CIC).

SECTION 2. The City Manager, Finance Director, and the City Attorney are hereby authorized to take all actions, including the execution of all documents or amendments necessary for the dissolution of the Upper Arlington CIC, that are not substantially inconsistent with this ordinance.

SECTION 3. This ordinance shall take effect 30 days after passage.

Authors: Gary Wilfong, P.E., Public Service Director
Patrick Kaune, Public Works Manager
Katy Rees, Performance Analyst

Council Meeting Date: April 15, 2024

Subject/Legislative Item: Ordinance No. 27-2024 - An ordinance authorizing the City Manager to enter into contract with OpenGov, Inc. for work order and asset management software *(Kulewicz)*

Purpose: To provide work order and asset management services to City Staff.

Executive Summary: Legislation authorizes the City Manager to enter into a contract with OpenGov, Inc. for the purchase of Work Order and Asset Management software.

Purpose and Impact
In October 2023, The Public Service Department, in conjunction with the Information Technology Department and Forestry Division, solicited proposals for the Purchase and Installation of an Asset, Inventory, and Work Order system. It is our desire to implement OpenGov's Cartegraph Asset Management Software under a five (5) year contract. This software will be used as part of the daily operations of the Public Works, Electrical, and Forestry Divisions.

The City of Upper Arlington has the responsibility to provide sustainable services for our citizens while maintaining assets in a cost-effective manner. This software provides the tools to deliver effective and accountable government services. Asset management programs help to manage infrastructure capital assets to minimize the total cost of owning, operating, and maintaining assets at acceptable levels of service. Additionally, the program will continue to provide a citizen portal, which allows residents to submit service requests to the City through the City's website and an application on smart devices.

Our goals for an improved work order and asset management program include the following:

- Work Order Management – To track completion of work and document usage of resources
- Improve Asset Utilization – Effectively using and managing our assets vs. investment
- Extend Asset Life – Monitoring and maintaining our assets to protect investment

- Reduce Operating and Capital Costs – Better management leads to longer asset life expectancy and reduces the need for frequent replacements/improvements

In November 2023, the City received proposals from nine (9) vendors. Each vendor proposal provided an overview of their software, details regarding implementation and ability to work with existing systems, software implementation cost, year one (1) software license fees and cost per year up to an additional four (4) years.

The following are the proposals received:
Vendor:

- OpenGov
- Beehive
- Data Transfer Solutions
- KCI/City Works
- Novotx
- SADA
- Smart Energy Water
- VertiGIS
- zlink

In accordance with the RFP specifications for the purchase and installation of an Asset, Inventory and Work Order System, an evaluation committee was established including representatives from Information Technology, Parks and Forestry, Public Works, and Public Service. The selection process to determine the lowest and best proposal included evaluation of vendor competence, quality and feasibility, ability, past performance and cost.

Based on the evaluation scores, the committee selected four (4) vendors for a formal product demonstration: Data Transfer Systems, KCI/City Works, Smart Energy Water and OpenGov. For the demonstrations, additional staff were included to provide feedback to the evaluation committee, resulting in approximately 20 City personnel viewing the demonstrations. After a critical review, evaluation and product demonstration, the review committee selected OpenGov as the proposal that best meets our criteria.

OpenGov is an established company in the Asset Management field with over 1,800 governments utilizing their software, ranging from large cities like Minneapolis, MN, to smaller communities like Worthington, OH. Their proposal and subsequent presentation detailed their features, operations, and implementation plan that fully meets our needs and expectations. With their experience in implementation, they are able to convert all the data from our existing service into theirs, ensuring that valuable records of work and assets will be maintained. Through the implementation process, they will work with us to identify current workflows and establish work order procedures in the system, which will allow us to utilize their system with minimal operational changes.

A key component is the system's ability to integrate with other programs. For example, they are partners with ESRI, our GIS software provider, which allows them to seamlessly integrate with our current GIS system. The City also utilizes a program called GraniteNet for its sanitary sewer inspections. Since OpenGov can work with the program, we will easily be able to capture the data collected in our inspection program and transfer it to GIS for storage and easy access for review.

One of the highlights of OpenGov is their training and ongoing support. They have an active community of OpenGov users with forums to work with other users and OpenGov staff to resolve issues quickly should they arise. Additionally, OpenGov has the ability to include departments beyond just Public Service, which is the only department utilizing our current vendor. With OpenGov, Parks and Forestry is included and will utilize it as well. They also have the capability to expand for other departments in the future if desired.

In the 2024 budget, $350,000.00 was approved by Council for this expenditure. The final fee for 2024 is $260,505, which is within the approved budget. Following are the annual subscription fees for the remaining years of the proposed contract:

2025	$120,015.00
2026	$126.015.75
2027	$132,316.54
2028	$138,932.36

While this is an increase of approximately $100,000 in annual costs from our current vendor, it is a much more robust system with significant improvements and upgrades, as detailed above, with its capabilities to include more departments, better customer service, ability to integrate with existing software, and ability to change and grow with the City.

The City currently utilizes OpenGov for other software in other departments as well (Development and Finance). Once this contract is approved, the City Attorney's office will work with OpenGov to co-term and/or integrate all the contracts.

History
The City's initial use of Asset Management software began in 2017 when the City entered into a contract with PSD/Hiperweb, which has been utilized since. It is intended to continue utilizing Hiperweb through 2024 to ensure a smooth transition as staff work with OpenGov for implementation of the new program. For this reason, it is also requested that Council approve a one-year extension to the PSD/Hiperweb contract in the amount of $25,500.00 for services through the remainder of 2024 with a separate ordinance.

PSD/Hiperweb did not submit a proposal to the 2023 Request for Proposals and therefore was not able to be considered.

Alternatives
Council could reject the proposed contract with OpenGov and direct staff to negotiate with a different vendor. This could delay implementation of the new software into 2025.

Attachments

1.	Ordinance No. 27-2024

RECORD OF ORDINANCES
CITY OF UPPER ARLINGTON
STATE OF OHIO

ORDINANCE NO. 27-2024

TO AUTHORIZE THE CITY MANAGER TO ENTER INTO CONTRACT WITH OPENGOV, INC. FOR WORK ORDER AND ASSET MANAGEMENT SOFTWARE

WHEREAS, the City of Upper Arlington has the responsibility to provide sustainable services for residents while maintaining assets in a cost-effective manner; and

WHEREAS, the City's initial use of asset management software began in 2017, when the City entered into a contract with Hiperweb, which has been used to manage infrastructure capital assets and to minimize the total cost of owning, operating, and maintaining assets at acceptable levels of service; and

WHEREAS, in October 2023, the Public Service Department, in conjunction with the Information Technology Department and Forestry Division, solicited proposals for the purchase and installation of an asset, inventory, and work order system, with a goal of improving tracking for work orders, documentation of usage of resources, improving asset utilization, monitoring assets, and cost reduction; and

WHEREAS, in November 2023, the City received proposals from nine vendors, each of which included an overview of their software, details regarding implementation and ability to work with existing systems, software implementation cost, year one software license fees, and cost per year up to an additional four years; and

WHEREAS, in accordance with the RFP specifications for the purchase and installation of an asset, inventory, and work order system, an evaluation committee was established, and the selection process to determine the lowest and best proposal included evaluation of vendor competence, quality and feasibility, ability, past performance, and cost; and

WHEREAS, based on the evaluation scores, critical review, and product demonstration, the review committee recommends awarding the contract to OpenGov, as their proposal best meets the City's criteria.

NOW, THEREFORE, BE IT ORDAINED by the Council of the City of Upper Arlington, Ohio:

<u>SECTION 1.</u> The City Manager is hereby authorized to enter into a five-year contract with OpenGov for work order and asset management software, for an amount not to exceed $260,505.00 for 2024, followed by an annual subscription fee for each year through 2028, as follows: 2025 - $120,015.00, 2026 - $126,015.75, 2027 - $132,316.54, 2028 - $138,932.36.

SECTION 2. The City Manager, Finance Director, and the City Attorney are hereby authorized to take all actions, including the execution of all documents or amendments necessary to enter into, implement, and administer the agreement and expenditure that are not substantially inconsistent with this ordinance.

SECTION 3. This ordinance shall take effect immediately upon passage.

Authors:	Gary Wilfong, P.E., Public Service Director Pat Kaune, Public Works Manager Katy Rees, Performance Analyst
Council Meeting Date:	March 18, 2024
Subject/Legislative Item:	Ordinance No. 27-2024 - An ordinance authorizing the City Manager to enter into contract with OpenGov, Inc. for work order and asset management software
Purpose:	To provide work order and asset management services to City Staff.
Executive Summary:	Legislation authorizes the City Manager to enter into a contract with OpenGov, Inc. for the purchase of Work Order and Asset Management software.

Purpose and Impact

In October 2023, The Public Service Department, in conjunction with the Information Technology Department and Forestry Division, solicited proposals for the Purchase and Installation of an Asset, Inventory, and Work Order system. It is our desire to implement OpenGov's Cartegraph Asset Management Software under a five (5) year contract. This software will be used as part of the daily operations of the Public Works, Electrical, and Forestry Divisions.

The City of Upper Arlington has the responsibility to provide sustainable services for our citizens while maintaining assets in a cost-effective manner. This software provides the tools to deliver effective and accountable government services. Asset management programs help to manage infrastructure capital assets to minimize the total cost of owning, operating, and maintaining assets at acceptable levels of service. Additionally, the program will continue to provide a citizen portal, which allows residents to submit service requests to the City through the City's website and an application on smart devices.

Our goals for an improved work order and asset management program include the following:

- Work Order Management – To track completion of work and document usage of resources
- Improve Asset Utilization – Effectively using and managing our assets vs. investment
- Extend Asset Life – Monitoring and maintaining our assets to protect investment

- Reduce Operating and Capital Costs – Better management leads to longer asset life expectancy and reduces the need for frequent replacements/improvements

In November 2023, the City received proposals from nine (9) vendors. Each vendor proposal provided an overview of their software, details regarding implementation and ability to work with existing systems, software implementation cost, year one (1) software license fees and cost per year up to an additional four (4) years.

The following are the proposals received:
Vendor:

- OpenGov
- Beehive
- Data Transfer Solutions
- KCI/City Works
- Novotx
- SADA
- Smart Energy Water
- VertiGIS
- zlink

In accordance with the RFP specifications for the purchase and installation of an Asset, Inventory and Work Order System, an evaluation committee was established including representatives from Information Technology, Parks and Forestry, Public Works, and Public Service. The selection process to determine the lowest and best proposal included evaluation of vendor competence, quality and feasibility, ability, past performance and cost.

Based on the evaluation scores, the committee selected four (4) vendors for a formal product demonstration: Data Transfer Systems, KCI/City Works, Smart Energy Water and OpenGov. For the demonstrations, additional staff were included to provide feedback to the evaluation committee, resulting in approximately 20 City personnel viewing the demonstrations. After a critical review, evaluation and product demonstration, the review committee selected OpenGov as the proposal that best meets our criteria.

OpenGov is an established company in the Asset Management field with over 1,800 governments utilizing their software, ranging from large cities like Minneapolis, MN, to smaller communities like Worthington, OH. Their proposal and subsequent presentation detailed their features, operations, and implementation plan that fully meets our needs and expectations. With their experience in implementation, they are able to convert all the data from our existing service into theirs, ensuring that valuable records of work and assets will be maintained. Through the implementation process, they will work with us to identify current workflows and establish work order procedures in the system, which will allow us to utilize their system with minimal operational changes.

A key component is the system's ability to integrate with other programs. For example, they are partners with ESRI, our GIS software provider, which allows them to seamlessly integrate with our current GIS system. The City also utilizes a program called GraniteNet for its sanitary sewer inspections. Since OpenGov can work with the program, we will easily be able to capture the data collected in our inspection program and transfer it to GIS for storage and easy access for review.

One of the highlights of OpenGov is their training and ongoing support. They have an active community of OpenGov users with forums to work with other users and OpenGov staff to resolve issues quickly should they arise. Additionally, OpenGov has the ability to include departments beyond just Public Service, which is the only department utilizing our current vendor. With OpenGov, Parks and Forestry is included and will utilize it as well. They also have the capability to expand for other departments in the future if desired.

In the 2024 budget, $350,000.00 was approved by Council for this expenditure. The final fee for 2024 is $260,505, which is within the approved budget. Following are the annual subscription fees for the remaining years of the proposed contract:

2025	$120,015.00
2026	$126.015.75
2027	$132,316.54
2028	$138,932.36

While this is an increase of approximately $100,000 in annual costs from our current vendor, it is a much more robust system with significant improvements and upgrades, as detailed above, with its capabilities to include more departments, better customer service, ability to integrate with existing software, and ability to change and grow with the City.

The City currently utilizes OpenGov for other software in other departments as well (Development and Finance). Once this contract is approved, the City Attorney's office will work with OpenGov to co-term and/or integrate all the contracts.

History

The City's initial use of Asset Management software began in 2017 when the City entered into a contract with PSD/Hiperweb, which has been utilized since. It is intended to continue utilizing Hiperweb through 2024 to ensure a smooth transition as staff work with OpenGov for implementation of the new program. For this reason, it is also requested that Council approve a one-year extension to the PSD/Hiperweb contract in the amount of $25,500.00 for services through the remainder of 2024 with a separate ordinance.

PSD/Hiperweb did not submit a proposal to the 2023 Request for Proposals and therefore was not able to be considered.

Alternatives

Council could reject the proposed contract with OpenGov and direct staff to negotiate with a different vendor. This could delay implementation of the new software into 2025.

Attachments

1.	Ordinance No. 27-2024

RECORD OF ORDINANCES

CITY OF UPPER ARLINGTON
STATE OF OHIO

ORDINANCE NO. 79-2022

TO AUTHORIZE A CONTRACT EXTENSION WITH HIPERWEB FOR THE DEPARTMENT OF PUBLIC SERVICE'S WORK ORDER AND ASSET MANAGEMENT SOFTWARE

WHEREAS, the Department of Public Service utilizes HiperWeb for its work order and asset management software; and

WHEREAS, all work performed in the Public Works Division is tracked through this program, which allows the division to monitor work progress as well as monitor its use of materials and supplies; and

WHEREAS, when a service request is received from a resident, a request is automatically created in HiperWeb, which may be converted to a work order and can then be monitored to ensure that the request is addressed; and

WHEREAS, the annual cost in the original contract, approved in 2017, was $20,000 per year, with an expiration date of December 31, 2022; and

WHEREAS, this ordinance is to accept a modification to the original agreement by extending the term for an additional year at a cost of $21,000; and

WHEREAS, in 2023, the Department of Public Service will be analyzing its needs for asset management and work orders, and anticipates issuing a new Request for Proposal for a long-term contract.

NOW, THEREFORE, BE IT ORDAINED by the Council of the City of Upper Arlington, Ohio:

SECTION 1. That the City Manager is hereby authorized to extend the current contract with HiperWeb for the Department of Public Service's work order and asset management software, for an amount not to exceed $21,000.00.

SECTION 2. That the City Manager, Finance Director, and the City Attorney are hereby authorized to take all actions, including the execution of all documents or amendments, necessary to enter into, implement, and administer the Agreement, that are not substantially inconsistent with this Ordinance.

SECTION 3. That this Ordinance shall take effect at the earliest date allowed by law.

PASSED: December 12, 2022

President of Council

ATTEST:

City Clerk

I, Krystal Gonchar, City Clerk of Upper Arlington, Ohio, do hereby certify that the above is a true and correct copy.

City Clerk

CERTIFICATE OF POSTING

I, Krystal Gonchar, City Clerk of the City of Upper Arlington, Ohio, do hereby certify that publication of the foregoing was made by posting a true copy at the most public place in said corporation, for a period of ten (10) days commencing passage.

City Clerk

Vote Slip

Voting Aye: Unanimous
Voting Nay:

Abstain:
Absent:

Other Review: December 5, 2022

Authors: Gary D. Wilfong, PE, Public Service Director

Council Meeting Date: December 5, 2022

Subject/Legislative Item: HiperWeb Contract Extension

Purpose**:** To maintain the Department of Public Service's work order and asset management software.

Executive Summary: The existing contract expires at the end of 2022, so an extension is necessary.

Purpose and Impact

The Department of Public Service utilizes a computer program called HiperWeb for its work order and asset management duties. All work performed in the Public Works Division is tracked through this program, which allows the division to monitor work progress as well as monitor its use of materials and supplies. When a service request is received from a resident, a request is automatically created in HiperWeb, which may be converted to a work order and can then be monitored to ensure that the request is addressed.

History

In 2017 the Department of Public Service issued a Request for Proposals to select a vendor to provide a work order and asset management system for the City. The selection process included a selection committee reviewing the proposals, ranking the proposals, and selecting qualified vendors to shortlist for presentations to the committee. Following the presentations, the committee selected the HiperWeb system, supplied by PSD Software, for implementation.

Following selection, a contract was negotiated and entered into with PSD Software. This contract included all costs associated with implementing the work order system as well as an annual cost for five years to provide ongoing services as needed by the City. The annual costs in the original contract were $20,000 per year. The original contract expires on December 31, 2022.

This ordinance is to accept a modification to the original agreement by extending the term for an additional year at a cost of $21,000.

Moving forward, in 2023 the Department of Public Service will be analyzing our needs with regards to asset management and work orders. It is anticipated that a new Request for Proposals will be issued to select a provider for a long term contract.

Alternatives

Council could choose not to approve the contract amendment, which would leave the City without ongoing assistance and maintenance for its work order and asset management system.

RECORD OF ORDINANCES
CITY OF UPPER ARLINGTON
STATE OF OHIO

ORDINANCE NO. 28-2024

TO AUTHORIZE A CONTRACT EXTENSION WITH HIPERWEB FOR WORK ORDER AND ASSET MANAGEMENT SOFTWARE FOR THE PUBLIC SERVICE DEPARTMENT

WHEREAS, the Public Service Department has utilized Hiperweb for its work order and asset management software since 2017; and

WHEREAS, on December 12, 2022, City Council approved a contract extension with Hiberweb by passage of Ordinance No. 79-2022; and

WHEREAS, in October 2023, the City solicited proposals for the purchase and installation of an asset, inventory, and work order system, with a goal of improving tracking for work orders, documentation of usage of resources, improving asset utilization, monitoring assets, and cost reduction; and

WHEREAS, Hiperweb did not submit a proposal for the 2023 Request for Proposals and therefore was not able to be considered in November 2023; and

WHEREAS, based on the evaluation scores, critical review, and product demonstration, the review committee recommended awarding the work order and asset management contract to OpenGov since their proposal best met the City's criteria, by passage of Ordinance No. 27-2024; and

WHEREAS, to ensure a smooth transition as staff works with OpenGov for implementation of the new program, the City intends to continue utilizing Hiperweb through 2024; and

WHEREAS, it is therefore recommended that Council approve a one-year extension to the Hiperweb contract in the amount of $25,500.00, for services through the end of 2024.

NOW, THEREFORE, BE IT ORDAINED by the Council of the City of Upper Arlington, Ohio:

SECTION 1. The City Manager is hereby authorized to enter into an extended contract with Hiperweb for work order and asset management software through 2024, for an amount not to exceed $25,500.00.

SECTION 2. The City Manager, Finance Director, and the City Attorney are hereby authorized to take all actions, including the execution of all documents or amendments necessary to enter into, implement, and administer the agreement and expenditure that are not substantially inconsistent with this ordinance.

SECTION 3. This ordinance shall take effect immediately upon passage.

Authors:	Brent Lewis, Finance Department Director Jacolyn Thiel, Assistant City Manager Darren Shulman, City Attorney
Council Meeting Date:	April 15, 2024
Subject/Legislative Item:	Ordinance No. 29-2024 - An ordinance amending Chapter 138 - Procurement Code of the Upper Arlington Code of Ordinances
Purpose:	To amend certain sections of Codified Ordinance Chapter 138 - Procurement Code based on recommendations included in the procurement audit performed by Matrix Consulting Group and to increase efficiencies in the procurement process.

Executive Summary:

As directed by the City Council, a procurement audit was performed during the latter part of 2023. The results of the audit were presented to City Council at the December 11, 2023, meeting. The report provided included several different types of recommendations, including making adjustments to the procurement code, increasing training, and utilizing key performance indicators. After thoroughly reviewing the report, staff believes that the first step in implementing these recommendations is to propose changes to the procurement code, followed by implementing several of the other recommendations, which include formalizing a purchase manual, increasing training, etc.

The key changes that are being proposed include:

- Removing the local business preference
- Adding a few additional types of contracts that can be awarded without formal competitive bidding or a competitive procurement process (i.e. items related to existing technology)
- Increasing the City Manager contract authorization threshold (not the competitive bid threshold)

Purpose and Impact
As noted above, one of the City Council's 2023 goals was to have a procurement audit performed to identify areas for improvement and efficiency. This audit was performed by the Matrix Consulting Group during the latter part of 2023 and the final report was presented to the City Council at the December 11, 2023, meeting. After thoroughly reviewing the report, staff believes the best path forward is to propose changes to the existing procurement code, followed by implementing several of the other recommendations, which include formalizing a purchase manual, increasing training, etc.

Below is a summary of the proposed changes:
138.01 - Definitions
Staff is proposing the elimination of Section 138.23 (local preference) to increase the opportunity for fair and open competition. The Matrix report states that the Institute for Public Procurement maintains the position that preference policies, including local preferences, conflict with the fundamental public procurement principles of impartiality and full and open competition. The proposed changes in this section would eliminate the definitions of local and non-local business.

138.04 - Competitive Procurement Process
Staff is proposing to implement recommendations #11 and #12 as provided in the procurement audit report. This proposed change would change the following thresholds:

	Current	**Proposed**
Shall NOT require a competitive procurement process	$7,500	$10,000
Shall require a competitive procurement process	$7,500.01 - $40,000	$10,000.01 - $40,000
Shall require a <u>formal</u> competitive procurement process	$40,000+	$40,000+

Definitions of a competitive and formal competitive procurement process are contained in section 138.01.

138.05 - Formal Competitive Bid Process
Staff is proposing changes to update how bids are advertised and to clean up outdated language. The proposed change would essentially eliminate the need to advertise in a "publication of or general circulation within Franklin", unless required by a grant or other funding source. This method is outdated, as all bids are advertised through the City's website and/or a third-party bidding service.

There are not any changes proposed in the formal bidding threshold.

138.06 - Conditions Obviating Formal Competitive Bid or Competitive Procurement

Process
Staff is proposing the addition/clean up of two types of contracts that may be awarded without a formal competitive or a competitive procurement process. Both of these items involve existing items that the City utilizes. Both of these items have been pain points in the procurement process with the continued increase in the use of technology.

(7) Contracts for updates, upgrades, renewals, and maintenance for existing software, technology hardware and telecommunications services.
(12) Service and maintenance contracts that support an existing strategy or method for managing all city facility security and environmental solutions. (i.e. existing door security badge scanner maintenance or expansion as well as internal security monitoring cameras)

138.07 - Proceedings of Opening of Formal Competitive Bids
Staff is proposing a non-substantive language cleanup of an outdated practice. The City does not post individual bid information on the website after the bid has been awarded. This information is available upon request.

138.08 - Contract Modifications
Staff is proposing changes to this section to enhance clarification of the contact modification and change order process and to include the proposed increase to the City Manager's contracting authority as proposed in Section 138.09.

138.09 - Contracting Authority
Staff is proposing to implement recommendation #11 as provided in the procurement audit report - increasing City Manager contracting authority. This section includes the following proposed changes, which staff believes will increase efficiencies in the procurement process and the use of staff and City Council time.

- Increase the City Manager's contracting authority from $40,0000 to $100,000.
- Allows the City Manager to enter into pass-through contracts without City Council approval (i.e. a contract for a sports camp where the City registers and collects the fees of the participants and passes a percentage of the funds through to the vendor)
- Allows the City Manager to enter into agreements for service, maintenance, updates and upgrades for information technology or security products and services during the useful life of the application without Council approval when Council approved the original contract.

138.10 - Delegation of Authority
Staff is proposing to clarify that the City Clerk has the same delegated purchasing authority as Department Heads, which has been the City practice. The proposed changes in this section also incorporate the proposed threshold changes in Sections 138.04 and 138.09.

138.12 - Award and Execution of Construction Contracts; Price; Partial Payments
Staff is proposing non-substantive language cleanup in this section. No other changes are proposed.

138.23 - Local Preference
We are proposing this section be removed in order to increase the opportunity for fair and open competition.

History
As previously noted, one of the City Council's 2023 goals was to have a procurement audit performed to identify areas for improvement and efficiency. This audit was performed by the Matrix Consulting Group during the latter part of 2023 and the final report was presented to the City Council at the December 11, 2023, meeting.

The procurement code is regularly reviewed to ensure that is current and in line with City Council priorities. The following is a brief history of the most recent changes to the procurement code:

2009 - increased the competitive procurement thresholds from $2,500 - $25,000 to $3,000 - $30,000; increased formal competitive procurement threshold from $25,000 to $30,000; increased the City Manager contracting authority from $15,000 to $20,000, increased delegation of authority from $2,500 to $5,000.

2012 - increased the City Manager contracting authority from $20,000 to $30,000.

2013 - increased the competitive procurement thresholds from $3,000 - $30,000 to $5,000 - $40,000; increased formal competitive procurement threshold from $30,000 to $40,000; increased the City Manager contracting authority from $30,000 to $40,000, increased delegation of authority from $3,000 to $5,000.

2015 - increased the competitive procurement thresholds from $5,000 - $40,000 to $7,500 - $40,000, increased delegation of authority from $5,000 to $7,500.

2016 - adopted the quality based selection process (QBS) for the selection of architects, professional design firms, construction managers, and similar construction-related professionals

Alternatives
City Council can elect to adopt, amend, or stay status quo on any of the proposed changes or any other sections of the procurement code. Any proposed changes would need to be researched to fully understand the impact.

Attachments

1.	Upper Arlington Final Purchasing Report 2023
2.	Procurement Update Presentation 12.11.23
3.	Ordinance No. 29-2024
4.	Ord. 29-2024 - Exhibit A

Purchasing Benchmarking Assessment Final Report

UPPER ARLINGTON, OHIO

December 11, 2023

matrix consulting group

Table of Contents

1. Introduction and Executive Summary

The City of Upper Arlington engaged the Matrix Consulting Group to perform benchmarking and develop key performance indicators for its Purchasing Office. During this engagement, the project team performed the following key tasks:

- Developed a current state assessment that included information on current procurement practices, staffing, workload, and policies (Chapter 2).
- Developed a best practices assessment that benchmarked current procurement operations against select industry best practices (Chapter 3).
- Administered a stakeholder survey that sought feedback on the procurement process from those that interact with the process (Appendix A).
- Administered a comparative survey that benchmarked the Purchasing Office against procurement functions in peer municipalities on workload, policies, and current KPIs (Appendix B)
- Suggested key performance indicators developed for initial input from City personnel (Appendix C).

This document contains the results of these tasks, as well as subsequent analysis and recommendations developed from their findings.

As will be noted throughout the report, there are numerous strengths and positive aspects of the current purchasing processes in place in the City of Upper Arlington. The recommendations provided are designed to build upon those strengths, further improve the efficiency and effectiveness of internal processes, and provide the data necessary to enable effective KPI implementation and monitoring.

1.1 Summary of Recommendations

The following table summarizes the key recommendations contained in the following chapters of the report. For each recommendation, a priority and timeline has been established for the implementation of the change. Please note that the recommendations do not account for all administrative impacts to current City operations but were developed to align, as best as practical, with existing capacity of staff and available technology.

	Recommendation	Priority
1	Develop and implement a purchasing manual for use by those who engage in procuring goods and services for their department/division.	High
2	Create a “How To Do Business Guide” for use by current and future vendors doing business with the City.	Medium
3	Develop a template for use by operating departments in handling and documenting their procurements occurring at the informal quotation level.	High
4	Develop a template for RFP and RFQ evaluations to reduce bias during reviews.	Medium
5	Develop and implement a regular procurement training to City personnel on procurement processes and procedures.	High
6	Purchasing should conduct an annual spend analysis to identify common or recurring purchases for which a contract may be established in order to realize cost savings and streamline the purchase of goods and services.	High
7	The City should continue to expand the use of cooperative purchasing and purchasing consortiums to reduce workload and take advantage of pre-established pricing already established through competitive measures to realize cost savings and streamline the purchase of goods and services.	Medium
8	Require all purchases above an established threshold to have a corresponding requisition and purchase order (PO) to increase procurement controls and allow for better tracking of procurement data.	Medium
9	Centralize the tracking and maintenance of contracts under the Purchasing Office. Develop or implement a module in the current ERP software to automatically flag contracts based on spending or time elapsed.	High
10	Increase purchasing authority for department heads to $10,000 and the City Manager to $100,000.	High
11	Formalize the requirement for competitive quotes for procurements between $10,001 and $40,000.	High
12	Consider additional or shared staffing resources to assist with KPI implementation, tracking, and analysis.	Medium
13	Continue to monitor Purchasing Office workload to determine the need for additional procurement-specific staff.	Low
14	Establish and track baseline key performance indicators (KPIs) for procurement and provide a quarterly report to Council.	High
15	Establish KPIs to enable the effective monitoring of the utilization of MWBEs and local vendors over time.	High

The following chapters provide the background on current practices, a best practices assessment of the procurement function and the analysis and background regarding each recommendation.

2. Current State Assessment

This current state assessment outlines the organizational structure, staffing, use of technology, and workload of the Purchasing Office in the City of Upper Arlington. The information contained in this profile has been developed through both staff interviews as well as a formal data collection process facilitated by the Matrix project team.

The primary objective of this document is to document the current state of the Procurement Office and its approach to providing services. No analysis or findings are contained within this report. Instead, this deliverable focuses on documenting the following:

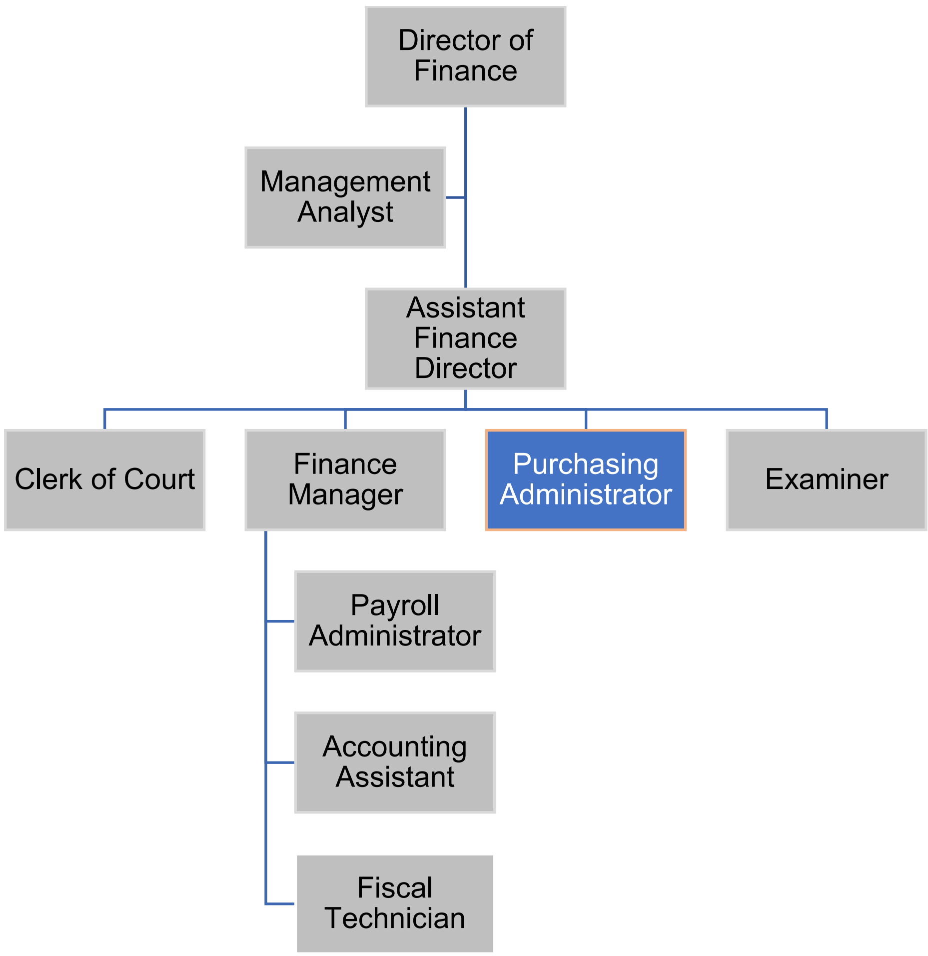
- The roles and responsibilities of staff involved in the procurement function.
- The overall procurement process.
- Technology utilized within the procurement function.
- Historic workload, where available.

This document will serve as a summary of the current state of staffing, processes, technology, and workload. This will allow the project team to compare recommendations developed for the final deliverable to highlight and demonstrate the impact of proposed changes.

2.1 Organization and Staffing

The Purchasing Office is responsible for the procurement of materials, supplies, equipment, and services on behalf of the City of Upper Arlington. The Purchasing Office is currently staffed by one full-time Purchasing Administrator. The office itself is organizationally located within the Finance department. The chart below shows the organizational structure of the Finance department, with the Purchasing Administrator role highlighted:

Finance Department Organizational Structure



The Purchasing Administrator reports directly to the Assistant Director. This position is solely responsible for handling all procurements for the City, with exceptions being made for purchases within certain thresholds or via established contracts (as noted in the process section of this report). The duties of the Purchasing Administrator can be found in the table below:

Position Title	Authorized Positions	Key Roles and Responsibilities
Purchasing Administrator	1	• Responsible for handling all procurements for the City. Works with City stakeholders (departments) to convert specifications into RFPs/Bs/Qs, ITBs, etc. Responsible for posting bids to the City's online portal and monitoring responses. • Assists with the monitoring of open contracts and works with stakeholders to ensure contract compliance. Works to establish cooperative contracts with external agencies and other municipalities. Handles and verifies vendor registration. • Develops reports relevant to procurement – annual requisitions/POs, spend analyses, etc. • Responsible for developing policies and procedures as they relate to procurement.

While the Purchasing Administrator is primarily responsible for the procurement process as a whole, other entities including the requesting department, City Manager, City Attorney, the Finance Director, and City Council are each responsible for reviewing and approving a procurement throughout the process. This is expanded on in the section of this report that focuses on the procurement process. The Purchasing Administrator also receives backup from the Accounting Assistant and Management Analyst positions within Finance.

2.2 Procurement Process

As noted in the prior section, the City utilizes a centralized procurement process. City departments are required to submit requisitions to the Purchasing Administrator via its Finance software (New World) for most purchases, which are then posted for competitive bidding. The only exceptions are purchases that fall below the initial $7,500 threshold, are accounted for in the department's budget, and do not require a requisition as per City purchasing guidelines. As per the City's procurement code, purchases made via an existing cooperative contract are also excluded from the competitive bidding process.

The City's procurement thresholds (and corresponding requirements) are detailed in the following table:

Threshold Amount	Requirements
$7,500 or Less	No bid required, department heads can sign contracts up to and including $7,500.
$7,501 - $40,000	Competitive bid required (posted online). City Manager must sign the contract.
$40,001 or More	Competitive bid process required (posted online, three quotes). Requires approval from City Council.

The project team was provided with a process diagram detailing the overall procurement process and what steps each involved entity is responsible for. The table below summarizes the key duties associated with each stakeholder, as described by the aforementioned diagram:

Entity	Responsibilities
Department	Determining need for purchase, determining procurement approach (based on thresholds, budget, requirements, etc.), defining specifications, submitting requisitions, tracking contract.
City Manager	Reviews purchases >$,7500 prior to submittal to procurement. Signature authority on certain contracts.
Purchasing Administrator	Responsible for procurement process. Posts bids, responds to vendors, evaluates bids, issues POs, creates contract packets, maintains records, encumbers funds.
Vendor	Responds to bids, provides samples (if required), signs contracts, provides goods/services.
Finance Director	Reviews staff reports prior to Council meeting.
City Attorney	Reviews contract packets and provides approval prior to CM signature.
City Council	Authorizes purchases above $40,000.

In terms of technology, the Purchasing Office utilizes the following during the procurement process:

Technology Name	Type/Use
IonWave	Procurement software, used for posting of bid documents (ITBs, RFPs, RFQs, etc.).
OnBase	Document imaging/management software.
NewWorld	Procurement Software, used for submitting requisitions and issuing POs.
Microsoft Office	Excel is used as the primary means of tracking open procurements as well as other metrics (such as MWBE/EDGE spending).

2.2.1 Guides and Policy Information

The City does not have a formal purchasing manual containing all information relevant to the procurement process (thresholds, purchasing authority, etc.). However, Chapter 138 of the City's Code of Ordinances contains the City's Procurement Code. While not necessarily a purchasing manual, the chapter contains the majority of the relevant information necessary for stakeholders to engage in procurement activities while maintaining compliance.

Beyond that, a series of reference materials were created for use by those within the Purchasing Administrator position. These deal with the following topics:

- How to create a purchase order and initiate a change order.
- How to locate cooperative purchasing contracts.
- Locating vendors for quotes
- What to do when a requisition is received.

As mentioned above, these materials are primarily focused on assisting those who are within the Purchasing Administrator itself. Each document deals with assisting users through the use of the procurement and bid software used by the City.

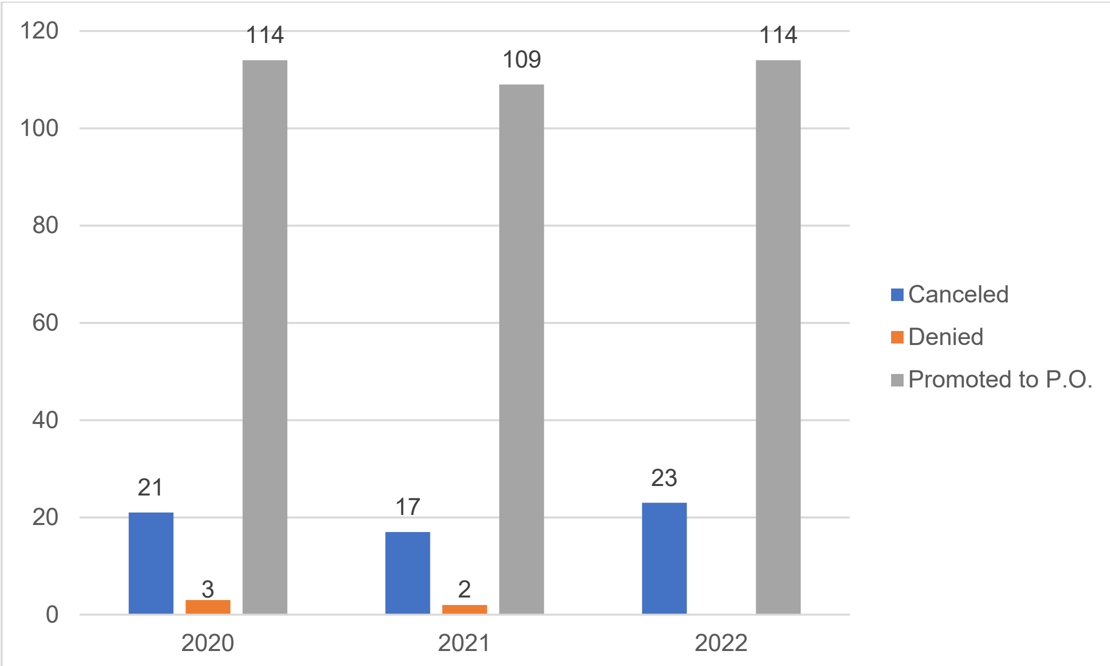
2.3 Workload

The project team was provided with a variety of data items that detail the Purchasing Office's workload, primarily via requisition and purchase order reports for 2020 through 2022.

2.3.1 Requisitions

In total, the Purchasing Office received 403 requisitions over the last three fiscal years. Of these, 337 were eventually converted to a Purchase Order (PO) The total number of requisitions, based on their status (canceled, denied, promoted to PO), can be found in the graph below:

Requisitions by Status (2020-2022)



The following line graph plots the total value of requisitions over the same time period:

Requisition Values (2020-2022)

The total amounts associated with requisitions has decreased each year, from $3,071,788.31 in 2020 to $2,757,494.76 in 2022.

The total number of requisitions (by department) can be shown below:

Requisitions by Department (2020-2022)

Department	2020	2021	2022	Grand Total
1001 Police-Patrol bureau	7	7	7	21
1007 Police-Support services	2	1	1	4
1015 Police-Training	2	6	3	11
1104 Fire	6	10	20	36
4000 Swimming Pools	11	4	1	16
4030 Cultural Arts	-	1	-	1
4031 Parks & Forestry	34	32	16	82
4032 Recreation	2	-	-	2
4033 Parks Administration	-	1	-	1
4034 Tennis	2	3	2	7
4036 Shelter Barn	2	-	-	2
6000 Public Service Adm - Engineering	9	8	11	28
6100 Public Works	21	28	24	73
6108 Fleet	-	-	1	-
7000 City Manager	1	1	1	3
7700 Building Maintenance	19	8	16	43
7800 Information Technology	20	18	33	71
7900 General Administration	-	-	1	1
Grand Total	**138**	**128**	**137**	**403**

Overall, the largest number of requisitions came from Parks & Forestry (82), Public Works (73), and Information Technology (71). The number of requisitions received by the Purchasing Office has remained relatively consistent each year (ranging between 128 and 138).

Requisition Values by Department (2020-2022)

Department	2020	2021	2022
1001 Police-Patrol bureau	$366,089.68	$175,923.32	$406,195.38
1007 Police-Support services	$36,088.65	$69,069.80	$9,823.68
1015 Police-Training	$9,400.00	$83,708.55	$38,940.95
1104 Fire	$92,858.14	$134,150.93	$247,494.03
4000 Swimming Pools	$131,966.85	$39,700.08	$36,677.50
4030 Cultural Arts	-	$1,853.51	-
4031 Parks & Forestry	$845,038.45	$643,913.95	$312,845.05
4032 Recreation	$111,234.00	-	-
4033 Parks Administration	-	$6,983.62	-

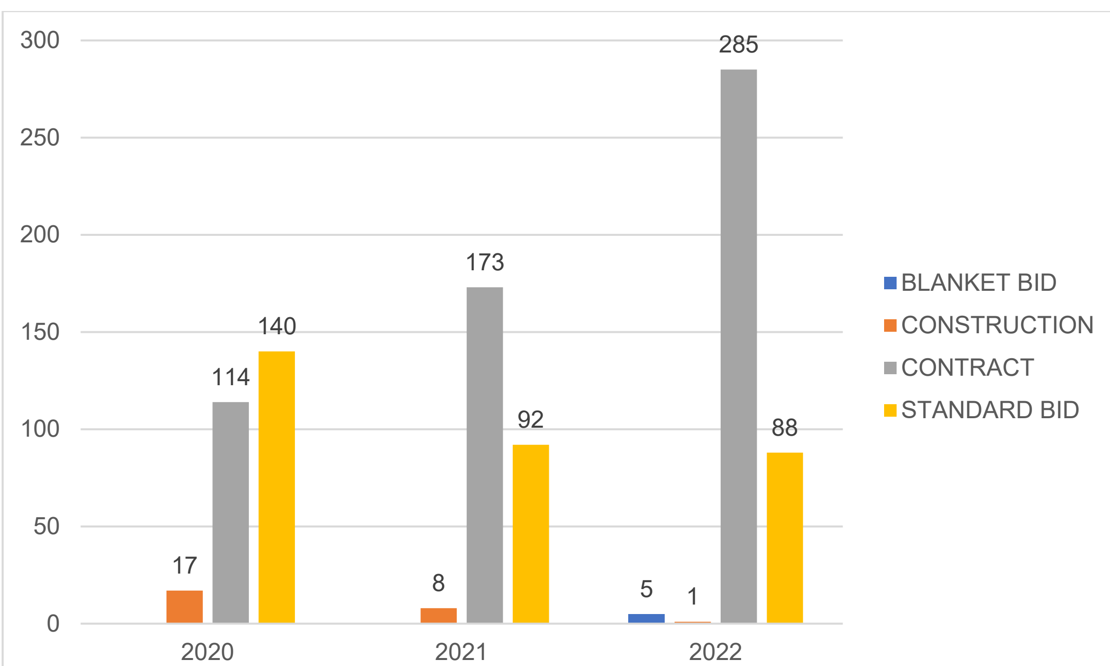
Department	2020	2021	2022
4034 Tennis	$17,760.00	$24,674.96	$17,300.00
4036 Shelter Barn	$10,112.87	-	-
6000 Public Service Adm - Engineering	$219,419.11	$549,501.00	$407,755.86
6100 Public Works	$806,122.11	$765,064.60	$824,866.35
6108 Fleet	-	-	$2,000.00
7000 City Manager	$1,885.00	$3,800.00	$3,355.09
7700 Building Maintenance	$226,957.27	$262,556.51	$69,496.45
7800 Information Technology	$196,856.18	$170,420.46	$375,784.45
7900 General Administration	-	-	$4,959.97
Grand Total	**$ 3,071,788.31**	**$ 2,931,321.29**	**$2,757,494.76**

The average requisition value has remained relatively consistent (around $21,000) each year, though the average value decreased by $2,773.25 between 2021 and 2022. It is worth noting that 2021 had slightly fewer requisitions despite accounting for the highest average requisition value.

2.3.2 Purchase Orders

In total, the Purchasing Office issued 932 purchase orders (POs) over the last three fiscal years. The graph below shows the number of POs issued each year based on type (blanket bid, construction, contract, standard bid):

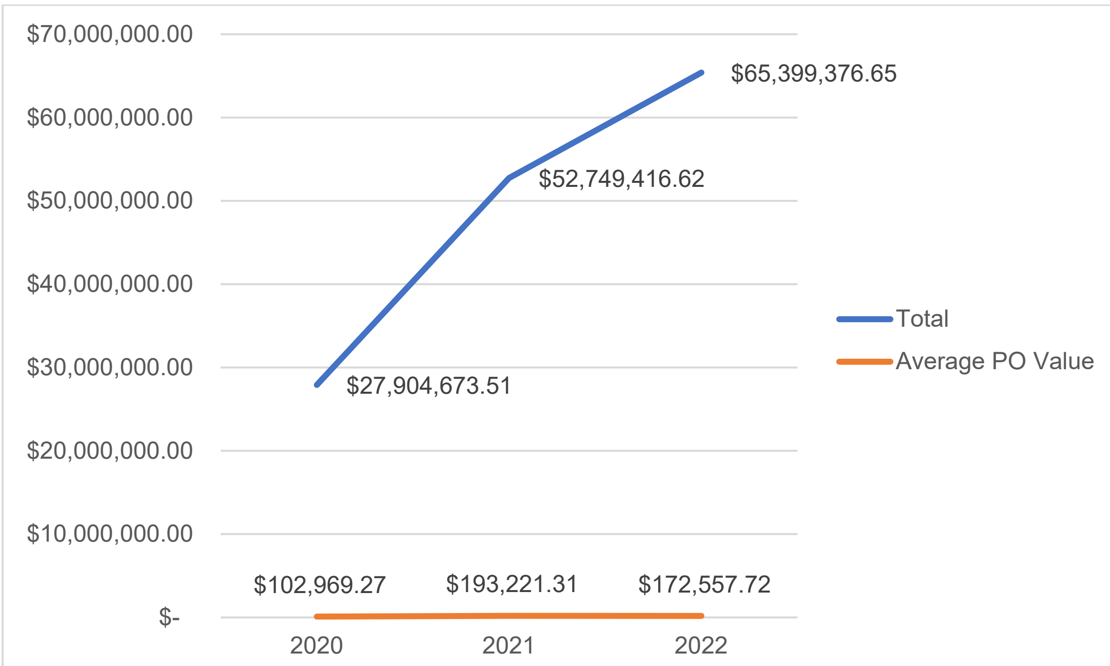
Purchase Orders by Type (2020-2022)



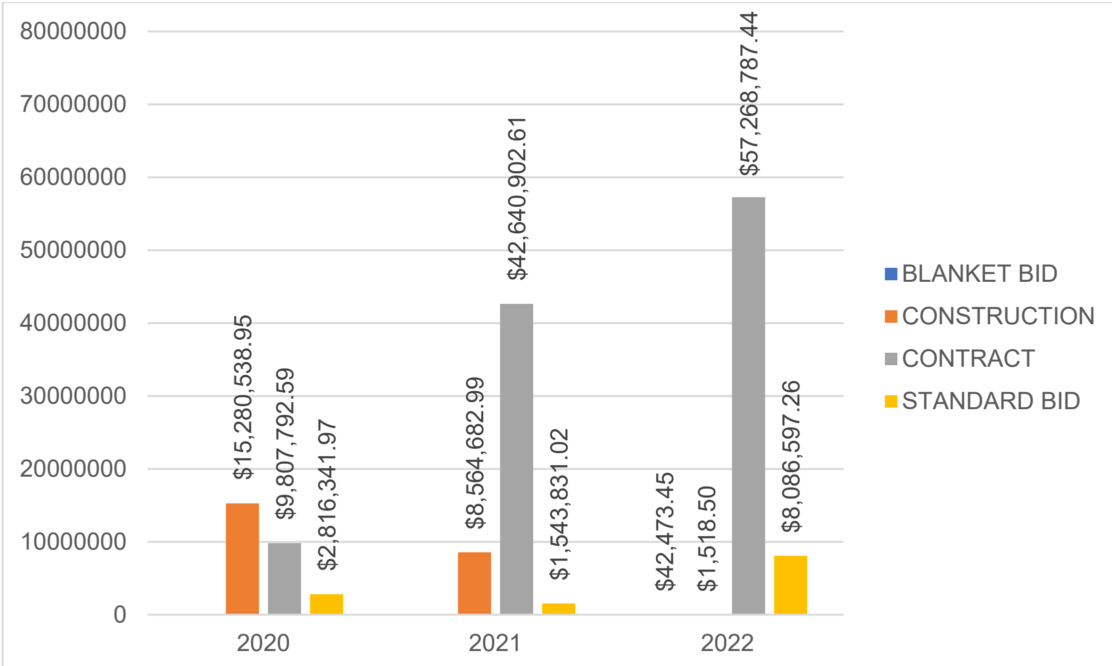
As shown by the table, the number of POs issued by the Office has increased each year, with contract POs driving the majority of the growth.

The next graph charts the total and average value of POs issued over the same time period:

PO Value (2020-2022)



PO Values by Type (2020-2022)



The total value for contracts has increased from $9,807,782.59 in 2020 to $57,268,787.44 in 2022.

While the total value of all POs issued has increased each year, the average value of a PO decreased between 2021 and 2022.

POs by Department (2020-2022)

Department	2020	2021	2022
1000 Police Department	4	1	12
1001 Police-Patrol bureau	7	6	7
1007 Police-Support services	4	1	1
1015 Police-Training	1	6	3
1100 Fire	-	-	1
1104 Fire	12	16	25
4000 Swimming Pools	8	5	5
4030 Cultural Arts	1	1	4
4031 Parks & Forestry	45	65	79
4032 Recreation	2	1	5
4033 Parks Administration	3	4	3
4034 Tennis	3	3	2
4035 Senior Center	2	1	1
4036 Shelter Barn	2	1	1

Department	2020	2021	2022
5000 Development	6	5	11
6000 Public Service Adm - Engineering	11	12	30
6002 Electrical	3	-	-
6100 Public Works	44	46	40
6108 Fleet	-	-	1
6500 Solid Waste	2	2	1
7000 City Manager	7	6	11
7100 City Attorney	8	6	3
7200 City Clerk	-	-	1
7300 City Council	1	-	1
7400 Mayor's Court	5	1	9
7500 Finance	17	27	16
7700 Building Maintenance	38	23	41
7800 Information Technology	29	30	52
7900 General Administration	6	4	13
Grand Total	**271**	**273**	**379**

Parks & Forestry, Public Works, Information Technology, and Building Maintenance all had more than 100 POs issued between 2020 and 2022. The next table shows the total and average values of POs for each department:

PO Values by Department (2020-2022)

Department	2020	2021	2022
1000 Police Department	$42,708.12	$282,992.00	$477,464.11
1001 Police-Patrol bureau	$280,778.83	$170,801.32	$406,195.38
1007 Police-Support services	$85,919.55	$69,069.80	$9,823.68
1015 Police-Training	$18,513.00	$85,923.55	$38,940.95
1100 Fire			$60,000.00
1104 Fire	$775,554.40	$563,793.18	$1,801,227.68
4000 Swimming Pools	$95,053.85	$44,075.08	$78,881.46
4030 Cultural Arts	$4,614.00	$1,853.51	$36,649.90
4031 Parks & Forestry	$2,817,310.70	$3,681,007.02	$2,469,123.92
4032 Recreation	$87,920.14	$2,825.00	$44,603.45
4033 Parks Administration	$361,644.00	$1,463,418.77	$4,652,261.00
4034 Tennis	$37,660.00	$36,974.96	$17,300.00
4035 Senior Center	$5,246.00	$1,087.93	$2,500.00
4036 Shelter Barn	$16,694.94	$855.00	$1,386.33
5000 Development	$184,800.00	$119,022.49	$325,050.00
6000 Public Service Adm - Engineering	$367,274.95	$479,472.56	$17,811,994.39

Department	2020	2021	2022
6002 Electrical	$42,011.00		
6100 Public Works	$16,341,470.57	$14,895,719.32	$2,890,543.34
6108 Fleet			$2,000.00
6500 Solid Waste	$2,778,462.67	$2,798,000.00	$2,784,000.00
7000 City Manager	$142,365.38	$149,295.92	$616,794.79
7100 City Attorney	$70,350.00	$58,500.00	$54,500.00
7200 City Clerk			$9,425.00
7300 City Council	$35,475.00		$5,000.00
7400 Mayor's Court	$73,200.00	$3,795.00	$58,845.00
7500 Finance	$1,531,810.92	$26,528,033.72	$25,655,476.60
7700 Building Maintenance	$738,016.48	$710,827.01	$3,738,031.55
7800 Information Technology	$821,566.44	$343,488.73	$676,653.12
7900 General Administration	$148,252.57	$258,584.75	$674,705.00
Grand Total	**$27,904,673.51**	**$52,749,416.62**	**$65,399,376.65**

Within this time period, Finance had the highest total PO value each year – accounting for $53,715,321.24 of the City's spend between 2020 and 2022. This was followed by Public Works, Parks & Forestry, and Solid Waste.The high spending within Finance was associated with two large projects – Lane II and Kingsdale Garage.

2.3.3 MBE/WBE/EDGE Spending

In the last several years, the City of Upper Arlington procurement staff have devoted significant efforts to conducting outreach efforts to expand the recruitment and participation of MWBE/EDGE firms in procurement opportunities with the City of Upper Arlington. This has included attendance at outreach meetings, proactive solicitation, and attendance at procurement events.

Additionally, as of 2021, the Purchasing Office began specifically tracking purchases (via spreadsheet) associated with Minority/Women-owned Business Enterprises (MBE, WBE) as well as Ohio's Encouraging Diversity Growth and Equity (EDGE) program. These metrics are summarized in the table below:

Year/Metric	# of Procurements	Total Spend
2021	**7**	**$178,627.61**
EDGE	-	-
MBE	7	$178,627.61
WBE	-	-
2022	**20**	**$266,626.61**
EDGE	1	$88,000.00

Year/Metric	# of Procurements	Total Spend
MBE	19	$178,626.61
WBE	-	-
2023	**10**	**$1,768,321.59**
EDGE	5	$89.528.48
MBE	4	$127,891.59
WBE	1	$1,640,430.00
Grand Total	**37**	**$2,213,575.81**

The total spend associated with these types of vendors has increased each year, though the number of procurements decreased between 2022 and 2023 (YTD). It is also important to note that four out of the seven purchases were c ancelled in 2021.

2.3.4 State Contract Usage

Another metric currently being tracked is the use of state contracts. The information below shows contract usage for 2022 and up to May 2023:

Year	# of POs	Total Spend
2022	8	$356,002.13
2023	11	$1,013,954.39

State contract usage has increased (in terms of both number of POs and total spending) between 2022 and May of 2023.

3. Best Practices Assessment

As part of its engagement with the City of Upper Arlington's Purchasing Office, the Matrix Consulting Group benchmarked the office against a set of procurement industry best practices. This assessment highlights the existing strengths and potential improvement opportunities in the procurement function. Improvement opportunities are being evaluated further to develop the final recommendations.

Each performance target is identified in the first column. Whether the division meets this target or not is identified via a check mark in the 'Meets' or 'Does Not Meet' column. Explanations are provided in the 'Notes' column. Note: a check mark in both the 'Meets' and 'Does Not Meet' column indicates that the division partially meets this target. This assessment was developed via review of data items provided to the project team (including the purchasing manual) and interviews with division staff.

3.1 Key Strengths

The following key strengths were identified as a result of this assessment:

- **Technology:** The City has the framework for a fully digital procurement process. Internal stakeholders make requisitions via the ERP software, which is then utilized to issue POs. Vendor registration is 100% online as is the process for viewing and responding to open bids. Contracts are also recorded digitally. Finally, a list of cooperative purchasing opportunities is accessible via online platforms. These software solutions are implemented City-wide with no deviations by department.
- **Cooperative Purchasing:** The City has implemented a variety of cooperative purchasing opportunities for its stakeholders. These include entities such as Omnia Partners, Sourcewell, and contracts through the State of Ohio.
- **Procurement Code:** The City's procurement code supports several key elements of a fair and ethical procurement process. The code establishes those authorized to approve procurements (based on threshold, type), contract amendments/change orders, and has sections governing vendor and internal stakeholder actions. The City is also endeavoring to update its procurement code as of 2023 to ensure it aligns with the City's goals and purchasing requirements.

3.2 Improvement Opportunities

Analysis found the following potential opportunities for improvement:

- **Documentation:** The City lacks some key documentation for use by stakeholders in the procurement process. This includes:
  - A purchasing manual. This document would comprehensively define internal stakeholder (i.e., those making purchases) requirements as well as describing the overall procurement process.
  - A guide for external vendors – i.e., a "how to do business guide". This document/ resource would serve to inform vendors on how to interact with the City's procurement function. Topics could include how to register their company with the City/State, interacting with the bid portal, and defining key timelines for procurement – such as signing a contract/PO within a certain time period.

- **Contract Tracking:** Currently, departments are responsible for monitoring and maintaining their own open contracts. While they may be encouraged to notify Purchasing of issues related to said contract (vendor compliance, change orders, contract modifications, etc.), this is done on a purely reactive basis. The Purchasing Office should be monitoring all contracts (related to a purchase order) entered into by the City. Purchasing should strive to implement a comprehensive contract tracking system that:
  - Automatically flags contracts approaching a specified spending limit (50% of contract, 100% of contract, etc.).
  - Has a mechanism in place that receives and tracks contract modifications and/or compliance issues.

  Another key issue is that was raised is that there are some instances where a contract has been entered into by the City that is not communicated to the Purchasing Office. One example includes the use of temporary Parks and Recreation staff.

- **KPIs and Reporting:** The Purchasing Office performs quarterly reporting on procurement activities, but these are done at a high level and are not rooted in key performance indicators (KPIs). The City should establish KPIs that are routinely monitored by the Purchasing Administrator as well as relevant City leadership entities.
  - This approach further highlights the need for Purchasing to have a well-documented internal policy/process that encourages the delivery of key datapoints to the Office. This includes having formal requisitions

associated with POs in the ERP system as well as having accurate contract data available at any given time.

– Other information relevant to the City's internal procurement goals (such as targeting MWBEs and local vendors) may require additional data points to be developed and explained to City staff that interact with procurement.

Performance Target	Meets	Does Not Meet	Notes
A comprehensive procurement policy has been developed and distributed to all staff outlining required practices in procuring goods, services, and construction services.	✓	✓	While the City has defined its key procurement practices within its code (Chapter 138), there is no 'purchasing manual' distributed to City staff.
The procurement policy has been reviewed and revised within the last three years.	✓		The City is currently revising its procurement code to better address current operations, most prominently via the adjustment of procurement thresholds.
All key staff in procurement functions have attended required training on Procurement Policy. All new staff assigned to procurement functions are required to receive, review, and attend training upon appointment.	✓	✓	Training on procurement is provided informally at the request of City staff. No formal training is offered to staff. There is some documentation on how to engage with the procurement software and locating cooperative contracts, but these are potentially out of date.
The procurement policy outlines procurement authority levels by position title with increasing levels of authority based upon position level.	✓		The procurement code defines who has purchasing authority based on the value of the requisition.
The procurement policy contains an ethics section governing staff and vendor actions.	✓		The procurement code contains several subsections dealing with ethics, primarily section 138.18 ("Debarment or Suspension") and 138.20 ("Unlawful Interest in a Public Contract").
The Procurement Division has published a "How To Do Business" Guide for vendors. The guide has been revised within the last three years.		✓	Such a guide does not exist, though the Purchasing Administrator provides assistance and training to vendors at their request.
A customer survey has been conducted within the last three years to elicit feedback regarding service levels and practices. When was the last survey issued?		✓	No survey has been issued by the Purchasing Office in the last three years.

Performance Target	Meets	Does Not Meet	Notes
Contracts entered into by staff are either: • Reviewed prior to signing by City legal staff; or • Within procedure guidelines, where legal review is not conducted based upon contract templates having received prior legal approval.	✓		As per section 138.11 of the procurement code, "All contracts shall be reviewed and approved as to form by the city attorney or designee before being executed by the city manager..."
Purchasing maintains a master listing of authorized purchasers for each department with designated authority level.	✓	✓	Procurements are initiated by department heads or their designees. Outside of purchases for $7,500 or less and/or through an existing contract, all purchases must go through the Purchasing Office. This is not formally documented as a master listing, however.
All changes in designated users (addition of new staff, termination of existing staff) are communicated within 24 hours to Procurement by the appropriate department.		✓	See above.
The division's policies and procedures outline the process, guidelines, and criteria to be utilized in making a determination regarding the appropriateness of executing a contract extension versus conducting a new solicitation.	✓	✓	The purchasing code (138.08) outlines the criteria and process for initiating contract modifications but does specifically deal with the issue detailed in this benchmark (extending a contract versus going out to bid for a new one).

Performance Target	Meets	Does Not Meet	Notes
The Organization has utilized the webpages to provide the following services: • Access to procurement policy. • Online electronic vendor registration. • Online interactive request for quotation (RFQ) process. • Online posting and distribution of formal solicitations (IFB, RFQ, RFPs). • Email notification of post ed formal solicitations to all registered vendors. • Receipt of formal bids and proposals electronically • Posting of bid tabulation results following opening • Posting of award notifications online.	✓	✓	The Purchasing Office page has the following features: • Online electronic vendor registration. • Online interactive request for quotation (RFQ) process. • Online posting and distribution of formal solicitations (IFB, RFQ, RFPs). • Email notification of posted formal solicitations to all registered vendors. • Receipt of formal bids and proposals electronically The City's procurement code is available elsewhere on the website, but not specifically via the Purchasing Office page. Bid results and award notifications are not posted on the Purchasing Office's webpage.
The division serves as the centralized procurement authority with responsibility and authority to oversee all City purchasing and review of compliance with established policies and procedures.	✓	✓	Purchasing has codified its authority as the centralized procurement function for the City, however: • It was noted during information gathering that there are some contracts entered into by external departments that the Purchasing Office is not made aware of. • Furthermore, some purchases below the $7,500 threshold may not require a PO and are thus not tracked by Purchasing.
Purchasing is responsible for maintaining a centralized listing of registered vendors.	✓		Vendors are required to register with the City, accomplished via its website.
The City utilizes a common procurement software system across all departments.	✓		The City utilizes various software solutions as part of its procurement function – these do however remain the same across all departments: • IonWave is used for the posting and tabulating of bid opportunities. • Requisitions are submitted through New World (finance software). POs are issued through this system. • OnBase is used for the digitization of contracts. • Excel is used for tracking metrics related to procurement.

Performance Target	Meets	Does Not Meet	Notes
Staff involved with procurement can view historical purchases online to evaluate current bids, proposals, and quotations against prior purchase experience.	✓	✓	The Purchasing Office has access to historic procurement data and performs quarterly reporting on procurements exceeding $15,000.
Appropriate internal controls are in place within the procurement system to generate reports or flag actions where: • Total purchase expenditures for common services and/or goods across multiple departments exceed established approval levels. • Identification of requested payments that would exceed authorized contract or purchase order limits. • Contract amendments or change orders exceed a pre-determined percentage of the original authorized amount.		✓	This is not tracked within the procurement system, nor by Purchasing in general. The department that requested the contract is responsible for monitoring spending and contacting Purchasing for items such as contract amendments/change orders.
Master databases are maintained of all service and construction contracts entered into by the City.		✓	Departments are responsible for keeping track of their own open contracts.
Contract amendments are reviewed by appropriate legal authority and/or Purchasing when the total dollar value of the amendment exceeds 25% of the original contract amount.	✓		As per section 138.08 of the City's code, all contract amendments must be reviewed and approved by the City Manager, the City Attorney, and the Finance Director.
Appropriate documentation is maintained supporting the selection decision reached by staff.	✓		A formalized approach is utilized to evaluate vendors including use of multiple reviewer. All documentation should be maintained by Purchasing with the bid files.
Contracts for services exceeding a pre-determined threshold must receive authorization from Procurement Services Division prior to approval.	✓		All requisitions exceeding $7,500 must engage in a competitive bidding process. Those exceeding $40,000 must go to City Council for approval. Exceptions are made for emergency purchases and purchases made through existing cooperative contracts.
Services and commodities utilized by multiple departments are acquired through a joint effort coordinated by the division to achieve best value for the City.	✓		The City makes use of cooperative contracts for a variety of goods and services. This includes a cooperative contract for the acquisition of office supplies. The City also makes use of Sourcewell, OMNIA Partners, and TIPS-USA.

Performance Target	Meets	Does Not Meet	Notes
Vendors are evaluated at completion. Those vendors not receiving a satisfactory rating are not eligible for continued placement on the master contract.	✓	✓	There is not a formal vendor evaluation process following the completion of a contract/delivery of goods. The City's procurement code does allow for debarment under serious circumstances, which must be approved by the City Manager.
A standard policy has been established across all departments outlining the process to be followed in evaluating and selecting vendors for service contracts (i.e. – numerical ratings, consensus selection, etc.).	✓	✓	While processes and criteria are routinely utilized, a more defined and consistent approach to evaluation of vendor proposals would be beneficial.
Basic documentation on service contracts including RFPs/RFQs, vendor submissions, selection process, etc. is maintained by Purchasing for all contracts.	✓	✓	This practice is followed for most, but not all, contracts. It was indicated that there are several contracts initiated by other departments (particularly relating to temporary employees) that are not handled by Purchasing.
Purchasing staff conduct periodic spend analysis to determine commodity areas where group purchasing would be more effective.	✓	✓	As noted earlier, Purchasing creates quarterly reports on purchases within a specific threshold. These can be used to determine opportunities for cooperative purchasing. However, a formal annual spend analysis is not conducted. If implemented, this may identify additional areas where master contracts/group purchasing opportunities would be beneficial for the organization.
The Purchasing Office identifies and makes users aware of available cooperative purchasing agreements and GSA-like/State schedules available for direct purchases.	✓		The City makes use of several cooperative purchasing contracts, including the use of state contracts and entities such as Sourcewell. Departments are made aware of these by the Purchasing Office, though no master listing of purchasing agreements exists.
The Procurement Division has a defined compliance function with defined tasks, duties, and required reviews.	✓	✓	Compliance-related duties (detailed earlier in this report) are spread amongst the Purchasing Admin, Finance Director, City Manager, and the City Attorney.
To the extent possible, staff are cross trained, within their functional areas, to provide continuity of service and to enable work reassignment during periods of especially high and low work volumes.	✓		As there is only one dedicated purchasing employee, all procurement-related duties are performed by this position. The Accounting Assistant is cross-trained on many procurement duties and can assist during absences. The City should keep this practice in mind when/if it adds additional positions to Purchasing.

4. Purchasing Operations Analysis

This chapter contains operational recommendations for the Purchasing Office based on the analysis and subsequent findings in this engagement. Operations broadly refers to topics such as policies, practices, use of technology, training, and other holistic practices.

4.1 Purchasing Manual and Templates

Procurement departments often document their key procurement processes and requirements in a purchasing manual. This document is provided to all staff engaging in procurement processes throughout the organization. Content typically found in a procurement manual includes:

- Purchasing thresholds and corresponding authority levels
- The organization's purchasing policies, such as those governing ethics and regulatory measures
- Purchasing requirements – such as when to go out to bid, when to get informal quotes, etc.
- Documentation requirements for different types of procurements, such as external entities' requirements for specification development
- Bid evaluation processes
- Contract evaluation and management processes
- An overview of the training programs in place for procurement

The State of Ohio's Procurement Manual (March 17, 2023) would be a useful resource for use as an example of the types of content included in a document of this kind.

A procurement manual serves to standardize the procurement process, acting as the centralized source for information on how the organization engages in purchasing. All policies and procedures outlined in the document should be adhered to by any personnel engaging in procurement activity.

An additional benefit to having such a manual is that it helps to ensure that regulatory, ethical, and procedural measures are adhered to across the organization. For instance, clearly defining the type(s) of documentation required for different types of procurement ensures that – in the event of an audit – the organization has a clear paper trail associated with each procurement it has engaged in.

Since this document is a manual, the content should be written and constructed in a manner that allows it to serve as a training resource for those unfamiliar with the procurement process in the organization. The product should provide a comprehensive overview of how to effectively engage with the purchasing process while maintaining compliance with defined procurement code and policies.

Upper Arlington currently has some documentation related to procurement via its procurement code (available online via Municode), as well as a procurement process map developed in 2020 which has been shared with each department. These do not, however, exist in a formalized procurement manual. In the context of the City's goals as they relate to purchasing KPIs, having defined and adhered to processes and accompanying documentation is imperative to allow for the creation of useful datapoints for the tracking of these goals.

It was also found during the stakeholder survey that one of the few complaints related to the procurement process was that it was often hard to understand, requiring regular interactions with the Purchasing Administrator to work through issues and lack of clarity regarding the processes to be followed. The development and training on a comprehensive procurement manual would rectify this issue by providing clear written direction on procuring goods and services in Upper Arlington.

The purchasing manual should be regularly maintained and updated in accordance with changes to the City's purchasing policy. This duty should likely fall to the Purchasing Administrator or an individual in Finance due to their expertise and regular interaction with the process.

4.1.1 "How To Do Business Guide"

A similar document should be developed for those who are doing business with the City. Many high-performing procurement departments possess a "How To Do Business Guide" that is generally accessible to current and potential vendors – usually via their website. This serves the same purpose as a purchasing manual, only it focuses on vendor-specific topics such as:

- Regulatory requirements for doing business with the organization and how to fulfill them (such as registering with the City and/or State)
- How to engage with the bidding process, such as submitting a bid via an online portal and monitoring for results
- How the organization evaluates bids

- Specific timelines that the vendor should be aware of – such as when a contract must be signed
- How the organization evaluates and maintains an open contract
- Any specific policies the organization has regarding vendor preferences (such as for local vendors or MWBEs)

Again, this document should be constructed in a manner that allows those unfamiliar with the organization's procurement process to effectively engage with purchasing. Similar to the purchasing manual, this helps standardize and improve the overall quality of vendor engagements, can help to increase the vendor pool for any given procurement, and helps ensure that vendors act in good faith upon entering into a contract (due to the contract evaluation/maintenance procedure being defined).

Upper Arlington should consider developing such a guide and ensuring that it is easily accessible to all current and future vendors doing business with the City. This document should be monitored and regularly updated to ensure alignment with current procurement policies and procedures.

Recommendation: Develop and implement a purchasing manual for use by those who engage in procuring goods and services for their department/division.

Recommendation: Create a "How To Do Business Guide" for use by current and future vendors doing business with the City.

4.1.2 Procurement Templates

To increase consistency in the procurement practices, the Procurement Office should develop standards templates and quote forms that can be used by operating departments in handling quotations. This template should provide a standard format for acquiring the quotes and outline the standard terms and conditions that vendors will need to comply with upon award.

Additionally, the coversheet utilized for the procurement should document in a consistent manner the approach taken by the department to ensure that a sufficient number of quotes were solicited and that documentation of the efforts taken to ensure quotes were solicited from vendors within MWBE, local or small business categories to support the diversification of the vendor pool.

The template should be developed by the purchasing administrator with input from Finance and operating department staff to provide a simple means for ensuring the competitiveness of the procurement, equity in outreach to vendors, and ensure consistency in information submitted.

Additionally, templates should be developed for utilization during the formal procurement processes (RFPs, RFIs, RFQs, etc.) to provide a consistent approach to evaluating submittals and defined evaluation criteria. This approach will limit rater bias during reviews and increase the consistency in the evaluation of proposals submitted.

Recommendation: Develop a template for use by operating departments in handling and documenting their procurements occurring at the informal quotation level.

Recommendation: Develop a template for RFP and RFQ evaluations to reduce bias during reviews.

4.2 Training and Customer Engagement

Industry best practices dictate that procurement teams should regularly engage with its customers, particularly via the use of stakeholder surveys, scheduled strategy meetings, and internal procurement trainings. While the Purchasing Office currently provides a high level of customer service (as shown by the survey results), it has not formalized any of these processes. Stakeholder surveys are not regularly issued, nor are internal trainings offered by the department.

Stakeholder surveys should be offered at least once a year and should focus on identify strengths and improvement opportunities for Purchasing. Survey results can be used to prompt further conversations with external departments as well as inform the development of goals and key performance indicators (KPIs) for the next fiscal year.

Procurement training should be offered to all City personnel that are not yet familiar with Upper Arlington's procurement processes and procedures. Trainings should cover basic steps such as procurement planning, thresholds, ethics, contract evaluation, and documentation requirements. Feedback from stakeholder surveys can also be used to create targeted training opportunities to address pain points identified by respondents.

Recommendation: Conduct an annual survey of all City personnel involved in procurement to understand training needs and satisfaction levels.

Recommendation: Develop and implement regular procurement training to City personnel on procurement processes and procedures.

4.3 Spend Analysis to Establishment of Additional Master Contracts and Expansion of Cooperative Purchasing.

4.3.1 Spend Analysis.

The City currently buys the vast majority of goods through individual solicitations or purchase orders, or through contracts held by a single department. This style of purchasing foregoes efficiencies which could be realized by combining purchases of similar goods and services for different departments, or purchases which recur over the course of the year.

To capitalize on this opportunity, an annual spend analysis should be conducted to determine additional contracts that should be established for city-wide use. A spend analysis of dollars spent during the prior year, enables procurement to determine common commodities / services that are utilized by several departments. If these items are not currently covered by a city-wide contract, a single bidding effort to establish a contract can be implemented.

On an annual basis, the Department should conduct a high-level spend analysis on procurement spending to identify common recurring purchases, whether they are made over a long period of time (12 months) or by different departments. Once identified, these purchases should be targeted for coordinated sourcing using a contract. Utilizing contracts typically results in lower per unit costs and speeds procurement by allowing departments to buy off established contracts.

The City is currently procuring items such as fuel, salt, and vehicle purchases from cooperative purchasing or consortium efforts. However, these can also be used for a wide variety of office equipment and supplies, and materials and supplies for Public Works operations, and almost any commonly purchased items.

Purchasing should maintain a master listing of established contracts and train departments on the availability of these contracts. A complete listing of established contract available to departments should be available on the website or intranet.

Recommendation: Purchasing should conduct an annual spend analysis to identify common or recurring purchases for which a contract may be established in order to realize cost savings and streamline the purchase of goods and services.

4.3.2 Expansion of Cooperating Purchasing.

While individual cities and agencies are able to secure competitive pricing on goods and services by issuing a request for bids, smaller organizations can benefit from economies of scale by taking advantage of cooperative contracts available to them. The City of Upper Arlington utilizes this approach currently. It should continue to identify additional cooperating purchasing sites and sources to further increase the efficiency of procuring goods and services and reduce the number of procurements handled internally.

The City of Upper Arlington should seek to expand its use of cooperative purchasing, both by seeking out existing municipal contracts to piggyback, and by participating in purchasing collectives available within Ohio and nationwide. Many communities with strong cooperative purchasing networks have been able to achieve over 10% of purchases through these efforts eliminating the need to conduct one-off purchases or solicitations.

Recommendation: The City should continue to expand the use of cooperative purchasing and purchasing consortiums to reduce workload and take advantage of pre-established pricing already established through competitive measures to realize cost savings and streamline the purchase of goods and services.

4.4 Tracking Procedures

A benefit of centralized purchasing is that it allows for a significant degree of control and oversight over the goods and services procured by external departments. Centralized purchasing departments are aware of the types and number of purchases made by authorized personnel as well as the status of all open contracts.

Upper Arlington's Purchasing Office acts as a largely centralized procurement operation, however some practices related to the tracking of purchases could be implemented to give it better visibility into purchases made by City personnel.

Currently, only some purchases require a requisition or purchase order. Requisitions are inconsistently utilized. Purchase orders are typically only created for high-dollar items, items that require the encumbering of funds, and for procurements that go out for a formal bidding process. Budgeted small purchases generally do not go through the procurement process. Requisitions should be utilized for all procurements over the department threshold and ideally, over time, for all procurements as it enables the City to encumber funds once obligated and to develop the data needed to track and analyze procurement spend.

After signing a contract, management and monitoring of said contract currently falls to the department that requested the purchase. The Purchasing Office does not actively monitor open contracts to track spending, vendor compliance, etc. Purchasing is brought in whenever issues arise, or a change order/contract modification is required.

It is recommended that the City revise internal policies and systems to allow for the tracking of all purchases made and contracts entered into by the City. All purchases, regardless of threshold, should at least have a corresponding PO and should potentially have a requisition as well. All City contracts should be centrally monitored and maintained by the Purchasing Office. Most ERP/procurement systems have a module dedicated to contract maintenance, generally with a feature that automatically flags contracts approaching predefined spending limits or if it is approaching the contract's end date.

New World, the City's current ERP, has this functionality, allowing for custom notifications, contract milestones, creation of user-defined fields, development of contract workflows, and has built-in reporting functions.

This approach will allow the Purchasing Office a greater degree of control over procurement in the City and allow them to be more proactive with the contract maintenance process as opposed to the more reactive approach currently in place.

Furthermore, this change is vital to the City's initiative towards creating procurement specific KPIs. Requisitions, POs, and contracts all would serve as consistent data points to be used to evaluate Purchasing's performance. These represent the procurement cycle which is generally used as a key metric for measuring performance in most purchasing departments. Having partial data (as is the case now) makes this metric impossible to implement and maintain.

These requirements should be clearly defined in the City's procurement manual.

Recommendation: Require all purchases to have a corresponding requisition and purchase order (PO) to increase procurement controls and allow for better tracking of procurement data.

Recommendation: Centralize the tracking and maintenance of contracts under the Purchasing Office. Develop or implement a module in the current ERP software to automatically flag contracts based on spending or time elapsed.

4.4.1 Contracts Outside of Purchasing

As a supplement to section 2.3, the project team analyzed a list of active contracts that were not handled via the Purchasing Office. The exported data includes various 'types' of contracts such as addenda, change orders, and original contracts. The number of each entry, along with the total value associated with them (if applicable), are found in the following table.

Contract Type	Count of Entries	Total Value
Addendum	34	$660,100.00
Certificate Of Insurance	1	$0.00
Change Order	2	$1,640,430.00
Miscellaneous	3	$105,000.00
Non-Disclosure Agreement	1	$0.00
Original Contract	232	$6,157,959.57
Grand Total	**273**	**$8,563,489.57**

In total, there were 232 original contracts entered into by departments without input from Purchasing that are currently active. The table below shows the total number of contracts per department, as well as the total value of active contracts associated with each department.

Department	Count of Contracts	Total Value
Aquatics	1	$15,000.00
City Attorney	1	$8,000.00
City Manager	21	$738,680.51
Community Affairs	3	$3,500.00
Cultural Arts	5	$19,425.00
Electrical	1	$179.16
Engineering	4	$498,022.27
Facilities	15	$2,370,136.95
Fire	10	$50,860.00
Fitness	25	$141,500.00
Forestry	1	$25,000.00
Human Resources	7	$30,772.00
Information Technology	14	$86,370.52
Mayor's Court / Clerk of Courts	2	$8,200.00
Parks	90	$1,898,993.83
Police	5	$40,630.00
Public Service	7	$151,589.33
Senior Center	20	$71,100.00
Grand Total	**232**	**$6,157,959.57**

Several Parks and Recreation divisions had the largest number of active contracts not handled directly by Purchasing – with Parks being the single largest. The number of contracts by threshold level is summarized in the following table:

Threshold	Count of Contracts
0-7,500	182
7,501-40,000	42
40,000+	8
Total	**232**

The majority of these contracts fell under the $7,500 or less threshold, which means they do not require City Manager or Council approval. However, 50 exceeded $7,500 – eight of which were valued at $40,000 or more.

4.5 Purchasing Thresholds

A component of this study involved evaluating the City's purchasing thresholds for recommendations on potential adjustments, particularly as it relates to the level that requires Council approval. The table below contains the current thresholds:

Threshold Amount	Requirements
$7,500 or Less	No bid required (minimum 3 quotes) department heads can sign contracts up to and including $7,500.
$7,501 - $40,000	Competitive bid required (posted online). City Manager must sign the contract.
$40,001 or More	Competitive bid process required (posted online). Requires approval from City Council.

Currently, purchases of $40,000 or more require that the contract be approved by Council prior to the delivery of goods and services. Contracts going to council require a significant time investment from multiple personnel. The table below summarizes an internal document called "City Council Meeting Preparation" that defines each step in the process and allocates level of effort to staff involved in each step.

Task	Staff	Total Hours	Hours/Staff
Draft/Review Staff Report (1)	7	4	0.6
Draft Ordinance (1)	1	1	1.0
Prepare Agenda	2	18	9.0
Director's Meeting - Agenda Review	11	11	1.0

Task	Staff	Total Hours	Hours/Staff
Meet with City Council Members	3	4.5	1.5
Answering Council Inquiries Prior to Meeting	3	2.5	0.8
Attend City Council Meeting	7	21	3.0
Total		**62**	**16.9**

Presenting to Council requires roughly 62 hours of staff time across the staff involved in the process. The number of staff can vary depending on the department and/or procurement, as department staff are included in reviewing the report and attending the Council meeting. This means that these hours are variable in nature, as the more purchases involved in a presentation may results in more preparation and review time.

In 2022, Council was responsible for approving a total of 49 ordinances associated with expenditures and contracts as per an internal document provided to the project team.

Type	$7,500 or Less	$7,500 - $40,000	$40,000+
CONTRACT	205	242	125
STANDARD BID	152	130	38
CONSTRUCTIOI	2	2	22
BLANKET BID	4	1	0
Total	**363**	**375**	**185**

Based on a PO report for those issued between 2020 and 2022, the majority of POs fell into either the $0 - $7,500 or $7,500 to $40,000 over the last three years. However, a total of 185 POs – 125 of which were contracts – breached the $40,000 threshold.

The NIGP performed a survey of multiple procurement organizations across a variety of public sector entities in 2019. Part of this benchmarking effort involved discovering the median and average thresholds (based on spending) for all entities polled. This is summarized in the table below:

Threshold Type	# Polled	Average	Median
Small Purchases	59	$13,364	$5,000
Small Purchases (IT)	53	$13,129	$5,000
Requiring at Least Three Quotes	58	$23,609	$10,000
Requiring at Least Three Quotes (IT)	52	$24,790	$10,000
Requiring Written Quotes	58	$28,183	$10,000
Requiring Written Quotes (IT)	52	$32,569	$10,000
Requiring Formal Competition	60	$54,033	$26,450
Requiring Formal Competition (IT)	54	$57,611	$35,000

Source: Public Procurement Benchmark – 2019 Survey Report. https://www.nigp.org/resource/research-papers/Public%20Procurement%20Benchmark%20-%202019%20Survey%20Report.pdf

It is important to note that these thresholds are focused on the actual bidding process, not necessarily who has purchasing authority. That being said, the average purchasing threshold on average (requiring formal competition) exceeds $50,000 for both IT and non-IT purchases. Finally, the State of Ohio is another benchmark that can be used to determine an appropriate threshold adjustment. As per the State's 2023 Procurement Manual, the current thresholds are:

Threshold Amount	Requirements
$5,000 or Less	Small purchases – solicitations encouraged but not required.
$5,001 to $25,000	Two or more written quotes are required.
$25,000 to $50,000	Agency must submit a requisition via OhioBuys.
$50,000 or More	Purchase requires Ohio DAS approval.

Effective October 3, 2023, the competitive bidding threshold for certain public construction projects with the State of Ohio will increase from $50,000 to $75,000 through 2024, and then will increase by 3% annually as determined and published by the Director of the Ohio Department of Commerce.

Based on the comparative information, NIGP survey, and State procurement changes, there is some basis to adjusting the thresholds associated with each level of authority in the procurement process. The following table identifies new dollar thresholds recommended:

Threshold Amount	Approval	Requirements
$10,000 or Less	Dept. Head	No bid required (minimum 3 quotes suggested).
$10,001 - $40,000	City Manager	Minimum of three written quotes required.
$40,001 - $100,000	City Manager	Formal procurement process (posted online).
$100,000 or More	City Council	Formal procurement process (posted online).

This approach provides more authority to departments in terms of the purchases they can make before involving Purchasing and increases the approval authority of the City Manager to purchases of $100,000 or less. Applying the new thresholds to POs issued over the last three years results in the following distribution of procurements:

Type	10,000 or Less	10,001-40,000	40,001-100,000	100,000+
CONTRACT	235	212	69	56
STANDARD BID	180	102	28	10
CONSTRUCTIOI	2	2	2	20
BLANKET BID	4	1	0	0
Total	**421**	**317**	**99**	**86**

Adjusting the thresholds in this manner does not necessarily adjust the procurement processes used, primarily the level of authority required for a given purchase. All procurements over $40,000 should still be required to engage in a formal procurement process. Using these thresholds, only 86 (as opposed to 185) procurements would have gone before Council for final approval over the last three years.

Similarly, increasing the small purchase threshold to $10,000 reduces the number of 'small' procurements that require City Manager approval and a competitive bidding process. 421 (or 45.6%) of all purchases made in the last three years were under $10,000. This also brings the small threshold in closer alignment with the NIGP standards as well as a few other comparative entities.

An added benefit of this change is that it formalizes the requirement for three competitive quotes for purchases between $10,000 and $40,000. The current code is not clear on which purchases within this range are required to go to a formal competitive process versus those that are not.

Recommendation: Increase purchasing authority for department heads to $10,000 and the City Manager to $100,000.

Recommendation: Formalize the requirement for competitive quotes for procurements between $10,001 and $40,000.

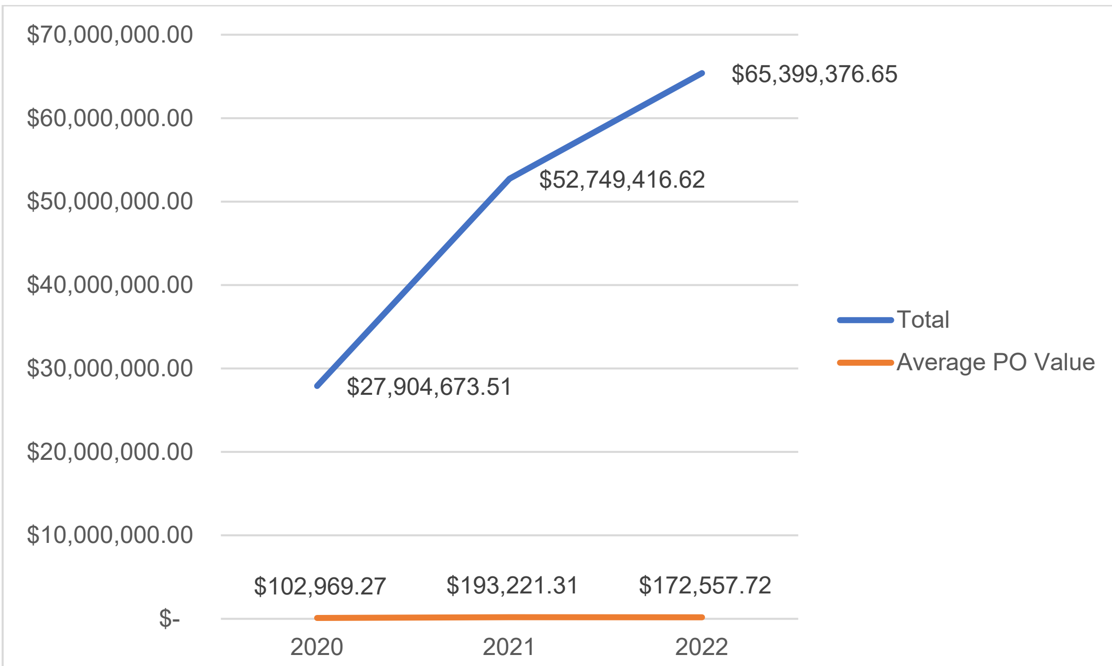
4.6 Staffing

The Purchasing Office is currently staffed by one FTE – the Purchasing Administrator. This role is entirely responsible for the City's core procurement functions, including converting specifications to a requisition/bid, posting bids and monitoring responses, developing procurement policies, procedures, and training, and performing analysis and reporting on procurement activities.

Comparative analysis of other municipalities shows that most procurement functions are generally staffed by one or two FTEs, which aligns with the Purchasing Office's current staffing levels.

Using requisitions and purchase orders as a benchmark, the workload for Purchasing has increased since 2020. The number of requisitions submitted by departments have remained fairly consistent each year (around 100 are eventually promoted to a PO). The total number of POs issued increased from 271 in 2020 to 380 in 2022. Furthermore, the total PO value (for all POs issued) increased by about 130% from 2020 to 2022:

PO Value (2020 – 2022)



Beyond these two metrics, this report does make some recommendations that could result in additional workload being generated for the Purchasing Office. This includes:

- Developing and maintaining a purchasing manual/how to do business guide.
- Requiring purchase orders (or ideally, requisitions) to be associated with all City purchases.
- Tracking and analyzing data related to KPIs.
  - Other KPI-related workload could include providing staff and vendor training, vendor outreach events, and internal/external surveys.

While it is hard to estimate the impact that these operational changes could have on the Purchasing's Office overall workload, it is recommended that the City remains cognizant of the need for additional staff to facilitate some of the above tasks. This is particularly true for the development, tracking, and analysis of data related to KPIs.

While the core purchasing function can currently be performed with the current staffing level, the City could investigate the implementation of an analyst-level position to assist with data-related work. The City could utilize a current position in the Finance department (such as the Accounting Assistant or Fiscal Technician) to assist with some of the data-related work needed to properly execute the performance metrics suggested in the report.

Ultimately, the City should consider staffing needs for any of the changes suggested in this report. More procurement-specific staff may be required in the near to late future if procurement continues to increase its overall workload.

Recommendation: Consider additional or shared staffing resources to assist with KPI implementation, tracking, and analysis.

Recommendation: Continue to monitor Purchasing Office workload to determine the need for additional procurement-specific staff.

5. Key Performance Indicators

Key performance indicators (KPIs) are an essential performance management tool, used by teams across all types of organizations to set and measure performance expectations. Purchasing is no exception – the National Institute of Governmental Purchasing (NIGP) states that "Procurement should have a performance measurement system that assesses progress towards achievement of the strategic plan." (NIGP 2023).

KPIs should be establish in any procurement function to track their overall effectiveness and efficiency of service delivery – such as total time between a requisition submittal to the issuance of a PO. As noted by the quote above, KPIs can also be developed to address specific goals of an organization. In Upper Arlington's case, this involves increasing the utilization of minority and women owned business enterprises (MWBEs) as well as local vendors.

At their core, KPIs allow procurement organizations access to useful datapoints to better understand how well they are meeting their customer's needs. It is recommended that the Purchasing Office implement a series of 'core' KPIs as well as KPIs targeted towards tracking MWBE/local vendor engagement.

5.1 Core KPIs

'Core' KPIs track overall procurement performance. These are targeted towards providing Purchasing with useful data insights on its ability to meet its customer's needs. The list below lists KPIs that should be implemented by the Purchasing Office in the short term (one to two years):

#	KPI	Description
1	Total Spend	Total $ processes through procurement activities.
2	Total Spend by:	
	Type/Threshold	E.g., Competitive versus non-competitive.
	Department	Tracks spend by department.
	Vendor	Tracks spend by vendor
3	Total Requisitions/POs by:	
	Type/Threshold	E.g., Competitive versus non-competitive.
	Department	Tracks volume of activity by department.
	Vendor	Tracks volume of activity by vendor
4	Cooperative Contract Utilization Rate	How many purchases were made through co-op contracts? Note: this is already being informally tracked by Purchasing.

#	KPI	Description
5	Procurement Cycle	Time from specifications development, to requisition, to bid, to PO, to delivery of services.
6	Internal Customer Outreach	
	# of Survey Issued/Results	
	# of Procurement Trainings	
7	Vendor Evaluations	
	% of Orders Delivered on Time	
	% of Orders Delivered Accurately	
	# of Compliance Issues	
8	Customer Satisfaction Rate	Institute a regular internal customer survey and develop actionable goals based on results.
9	Vendor/Business Community Outreach	
	Vendor Surveys/Goals	What is/is not working with the procurement process from an external point of view?
	# of Vendor Trainings Held	

These KPIs would allow Purchasing to have a comprehensive understanding of its service levels, help it identify areas for improvement, and formalize customer and vendor engagement as part of its operations.

An important caveat is that many of these KPIs are reliant on having a comprehensive dataset – something that may not necessarily exist within Purchasing (as detailed in Chapter 2). In order to implement these KPIs and use them effectively, the City should ensure that they first commit to establishing the metrics that they will use to track them – such as making sure that all purchases have a corresponding requisition and/or PO.

Next are KPIs that may be useful to the Purchasing Office but are not necessarily considered 'must-haves'. These should be implemented at the City's discretion and should be determined based on the availability of staff to perform this analysis:

#	KPI	Description
1	Cost Reductions from Procurement	Comparing winning bids against competing bids, savings from use of co-op contracts.
2	Strategic vs. Ad-Hoc Procurements	How many purchases were previously planned/budgeted versus 'ad-hoc'?
3	Vendor Retention Rate	How many repeat vendors?
4	PO/Contract Accuracy:	
	Specification Development Time	
	# of Change Orders	

The KPIs utilized by the City should be continuously evaluated for effectiveness, and additional KPIs may be developed based on how Purchasing meets these goals, feedback from stakeholders/vendors, or new City initiatives.

Recommendation: Establish and track baseline key performance indicators (KPIs) for procurement.

5.2 MWBE/Local Vendor Specific KPIs

The following metrics target the utilization of MWBEs and local vendors specifically.

#	KPI	Description
1	Total Spend on MWBE/Local Vendors	Ratio of spending on MWBE/local vendors vs. all vendors. Continue to monitor and track this metric.
	By Type/Threshold	
	By Department	
2	Total # of Contracts Awarded to MWBE/Local Vendors	Ratio of contracts awarded to MWBE/local vendors versus all vendors. Continue to monitor and track this metric.
3	Growth (Monthly/Quarterly/Annually) for MWBE/Local Vendors	
4	# of Outreach Events and Programs	
5	MWBE/Local Vendor Retention Rate	How many of these vendors are repeat clients of the City?
6	# of Bids Received from MWBE/Local Vendors	For any given bid opportunity, how many bids were submitted by vendors in these categories?

These indicators focus on establishing key data points surrounding the types of vendors that Upper Arlington is focused on targeting, such as the total spend on MWBE or local vendors compared to total procurement spending. They also formalize targeted outreach programs – such as events, surveys, and trainings, that will help identify and address potential issues and discrepancies preventing MWBE and/or local vendors from engaging in business with the City.

Similar to the core KPIs in the previous section, these targeted metrics should be continuously evaluated, updated, and added to based on outcomes, feedback, and new City initiatives.

Recommendation: Establish KPIs to enable the effective monitoring of the utilization of MWBEs and local vendors over time.

5.2.1 Preference Policies

A common strategy employed by procurement functions aiming to increase engagement with a particular vendor base (such as MWBEs or local vendors) often utilize preference policies to do so. These are commonly used during the bid evaluation process where specific preferred vendors are awarded additional points/percentage points based on their specific status. While this is a common strategy, it can be counteractive to the overall goal of procurement. The NIGP's stance on preference policies is quoted below:

> *NIGP: The Institute for Public Procurement maintains the position that preference policies, including local preferences, conflict with the fundamental public procurement principles of impartiality and full and open competition. Therefore, NIGP does not support the use of preference policies.*
>
> *Source: Local Preference in Public Procurement, NIGP, 2015 https://www.nigp.org/resource/position-papers/Local%20Preference%20in%20Public%20Procurement%20Position%20Paper.pdf?dl=true*

Instead of implementing broad preference policies, the NIGP suggests establishing datapoints that inform the organization of the types of procurements more or less likely to be engaged by specific types of vendors – including MWBEs. This information should then be used to perform outreach efforts – such as vendor recruiting or training – that targets these vendor groups without impacting the evaluation process itself.

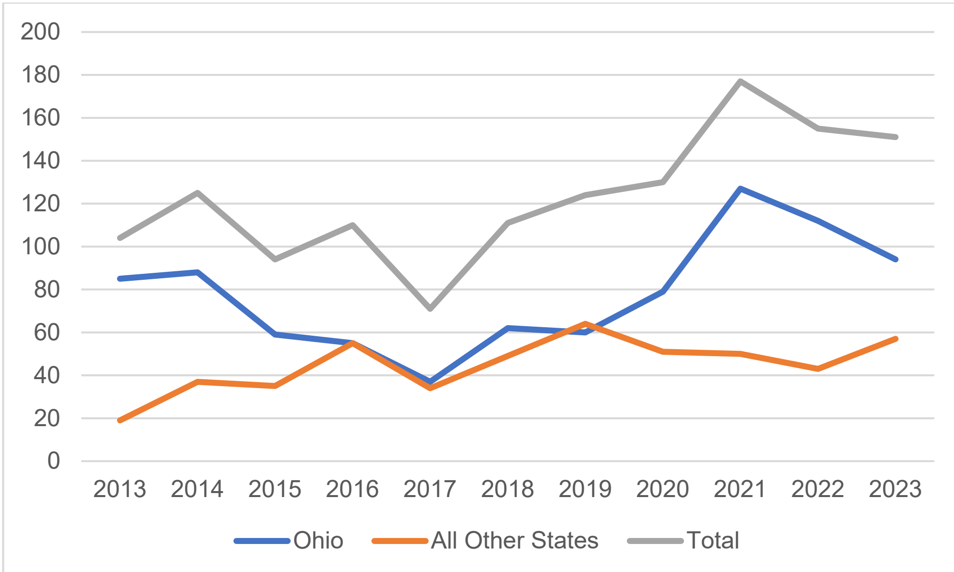
The City of Upper Arlington utilizes federal guidelines and goals for MWBE participation on procurement involving federal funds and where those guidelines require this approach.

None of the comparative entities of comparable size in the region surveyed during the comparative survey have adopted formal programs for MWBE/Local business preference. While larger communities, such as Columbus and Cleveland, have adopted formal programs and preferences, they have also implemented a robust program of certifications and staffing support for these efforts. The City of Upper Arlington should initially focus on enhancing outreach and support to MWBE / local business firms to increase their participation in the procurement process.

5.2.2 Vendor Tracking

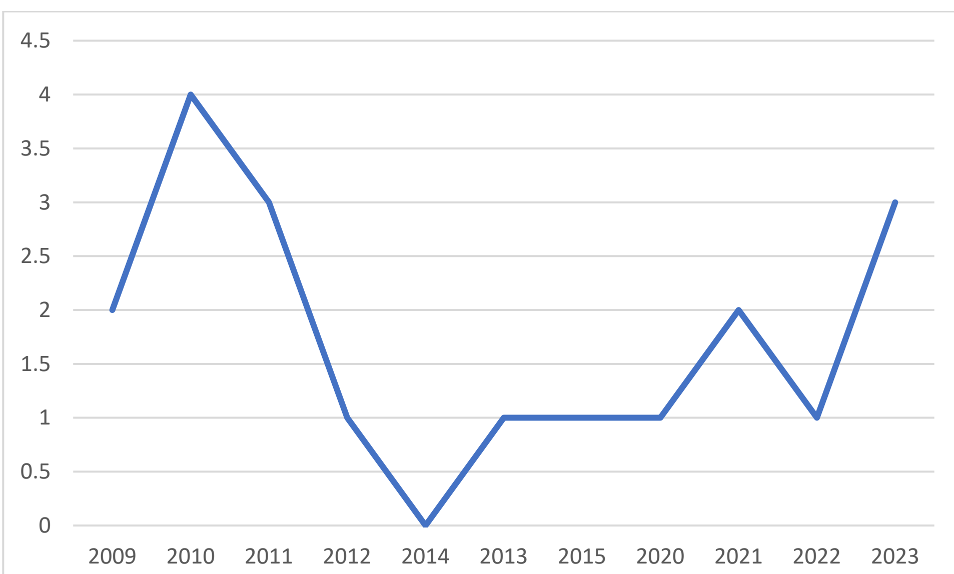
The City utilizes IonWave for vendor registration as well as for the posting of competitive bids online. This system allows for the capture and centralization of all vendor information. The development of this data source would also allow the City to directly notify vendors of potential bid opportunities. This is a great data source for developing KPIs surrounding the types of vendors doing business with the City.

Vendor Registration by State (2013 – 2023)



The example above shows the number of vendors that registered with the City – based on the state their business is registered in – each year between 2013 and 2023. Utilization of vendors in Ohio increased dramatically between 2019 and 2021 but appears to have been decreasing since.

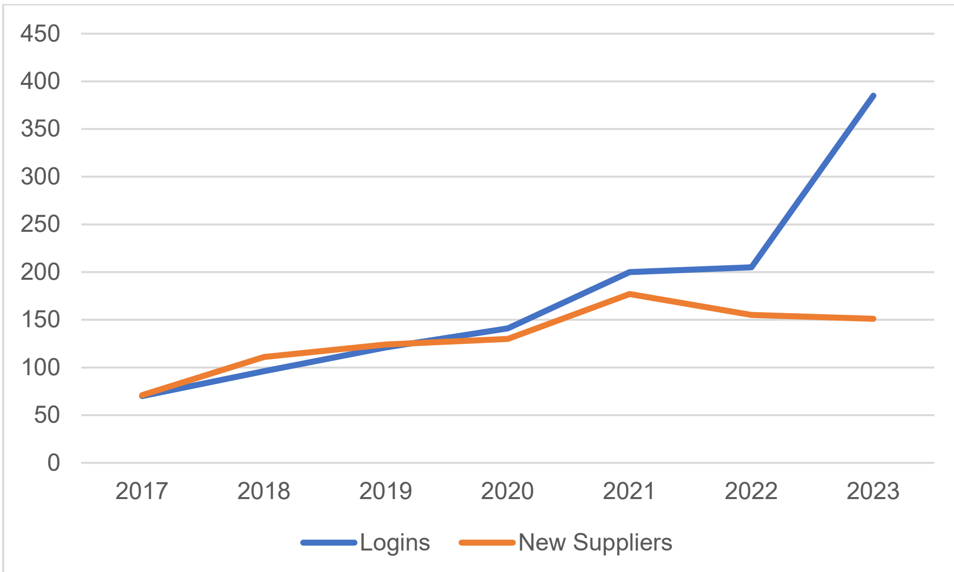
Local Vendor Registrations (2009 – 2023)



This data can also help the City track the number of local vendor registrations. The table above shows how many vendors that are located in Upper Arlington registered to do business with the City each year from 2009 to 2023.

The data also shows the last time each vendor logged into the IonWave system, which could be used as an engagement metric:

Logins and New Suppliers (2017 - 2023)



Configuring the vendor registration portal to include an option for further demographic information, such as whether the business is an MWBE, would allow for much easier access to datapoints that would assist in the development of additional KPIs and the facilitation of those suggested in the prior section.

In addition to self-registered vendors, the City should, at least on formal solicitations, conduct research to identify major vendors that provide the desired service or professional service and where feasible conduct proactive direct outreach to these vendors, if they are not already registered, to potentially increase competition on procurement opportunities.

Appendix A – Stakeholder Survey

As part of the project initiation, the project team developed and distributed a stakeholder survey to gather current sentiments surrounding the procurement process in the City. The survey was initially distributed to department directors, though respondents were encouraged to share the survey with those in their department who had interacted with the Purchasing Office in the past. In total, the survey received 12 responses from 14 potential respondents.

5.1 Key Findings

- **Overall Satisfaction:** 100% of respondents were either satisfied or very satisfied with the services provided by the Purchasing Office.
- **Purchasing Staff:** Respondents were highly positive towards the customer service, communication, and support they received from the Purchasing Administrator. 100% of respondents indicated they were satisfied or very satisfied with the overall level of support they received from the Purchasing Office.
- **Training and Information:** The only statement that received an overall satisfaction rating lower than 50% related to the quality and availability of training materials related to the procurement process. A need for training on the procurement process was noted in multiple comments in the narrative section of the survey.
- **Complexity of the Process:** Similar to the point above, some comments noted that the processes involved can be unclear or complicated, with many suggesting that there may be opportunities to streamline the procurement process via technology implementation/updates or revisions to code and standards.

5.2 Demographics

As noted in the introduction, the survey was distributed to department directors, with the option for additional staff to be added during the survey period. The tables below show the makeup of respondents by department and frequency of interaction with the procurement function:

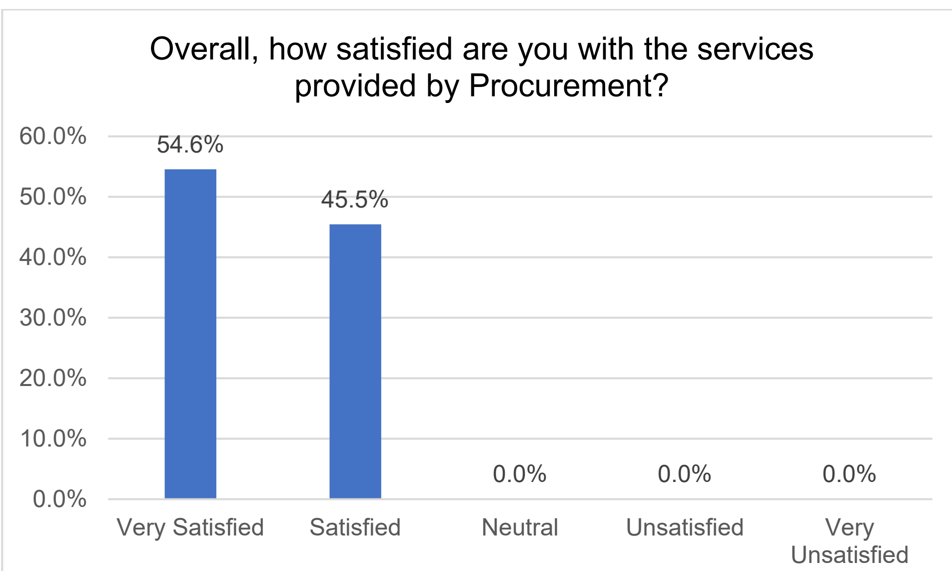
Department	# of Respondents	% of Total
City Attorney	1	8.3%
City Clerk	0	0.0%
City Manager's Office	2	16.7%
Community Development	0	0.0%

Department	# of Respondents	% of Total
Engineering	0	0.0%
Finance	1	8.3%
Fire	1	8.3%
Parks and Recreation	4	33.3%
Police	1	8.3%
Public Works	0	0.0%
Other (Specify below)	2	16.7%
Total	**12**	

Under the "Other" category, one respondent was from Information Technology, and the other was from Public Service.

Response	# of Respondents	% of Total
Several times per month	9	75.0%
Once or twice per month	2	16.7%
Several times per year	1	8.3%
Once or twice per year	0	0.0%
Never	0	0.0%
Total	**12**	

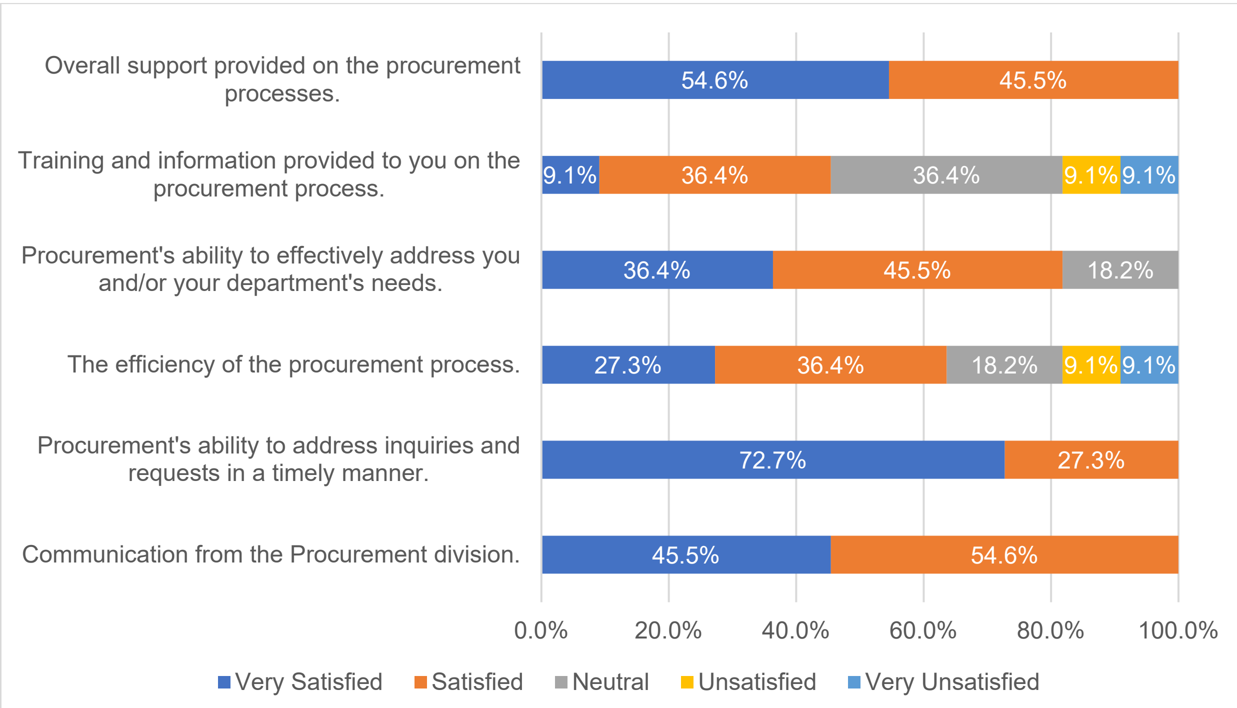
75% of respondents interacted with the Purchasing Office several times per month.



100% of respondents were either very satisfied or satisfied with the services provided by the Procurement Office. The next section takes a closer look at satisfaction levels based on metrics such as communication, timeliness, and efficiency.

5.3 Multiple Choice Questions

Respondents were asked to provide ratings based on their level of satisfaction with each of the statements below:



The results show strong positive sentiment towards several aspects of the procurement process. 100% of participants felt as though they received timely responses, as well as high-quality communications and support, from the Purchasing Office.

A potential issue identified by the responses above relates to the quality of the information and training available to those interacting with the procurement process. This statement was the only one to receive an overall satisfaction rating lower than 50%.

Respondents were also given the option to explain their answers to each statement, which are summarized below. Each heading provides the number of comments associated with the question, and the bulleted list indicates how many respondents provide input aligning with the overall theme of the comment.

Overall Support (4 Comments)

- High-quality support from the Purchasing Administrator (4)
- The above, plus a need to ensure that the City retains (and adds to) the current staffing quality/level allocated to procurement (1).

Training and Information (5 Comments)

- An area that could be improved (1).
- Lack of clarity on the processes involved in procurement – what to follow based on needs and requirements (2).
- A standardized document for training on the procurement process for all staff (1).
- A "How Do I Buy Things" video training (1).
- Training on the use of the Service Now portal for better use of state purchasing opportunities (1).

Addressing Needs (4 Comments)

- Endorsement of Purchasing staff and their ability to respond to each department's needs (4).
- The above, plus noting that there are a variety of contracts that Purchasing is not directly associated with that may not be handled to the Office's standards (1).

Efficiency (6 Comments)

- The process is complicated and sometimes unclear, resulting in hang-ups (2).
- Receiving multiple quotes can be difficult due to vendor time constraints (1).
- Noted improvements to efficiency in the last year (1)
- A desire to see some processes automated within the process, such as having the requisition system automatically triggering the appropriate workflows depending on the type of procurement. Also suggested exploring more offerings from Tyler to assist with this (1).
- Having a standardized checklist or template for each type of procurement (1).

Timeliness (4 Comments)

- Procurement staff are highly responsive to questions and willing to work as a business partner (2).

- Tasks are performed quickly, sometimes with a same-day turnaround (depending on complexity and quality of documentation) (2).

Communication (3 Comments)

- Clear, concise, and responsive communications from Purchasing Office staff (3).

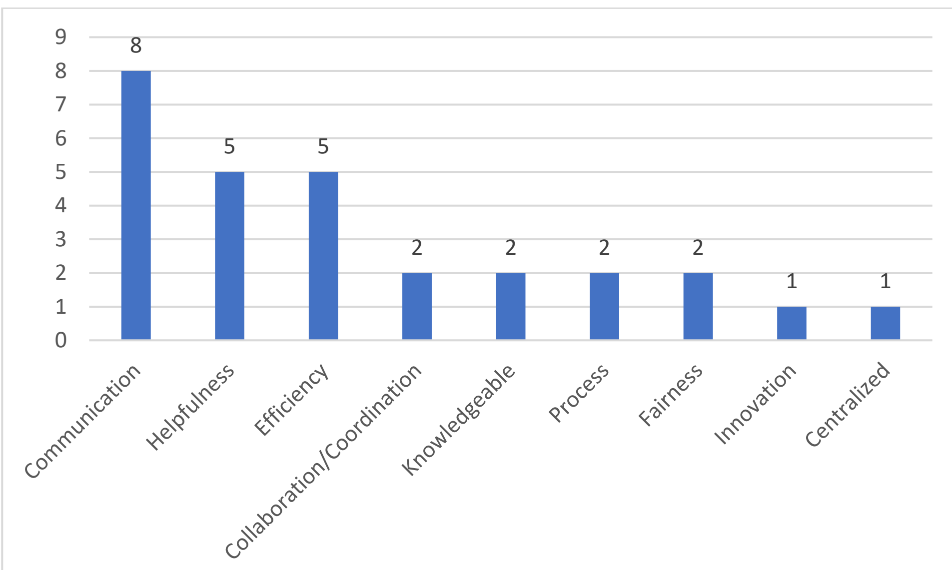
5.4 Narrative Questions

The survey concluded with a series of questions that asked for a narrative response from participants. These asked respondents to identify the strengths, general opportunities for improvement, and any specific technological upgrades that could be made to procurement in the City.

For this analysis, comments have been grouped into broad categories to allow for the visualization of results. Example comments for each question are also provided.

5.4.1 Strengths

Ten respondents provided a total of 28 comments related to the strengths of the procurement process, summarized in the chart below by key theme:

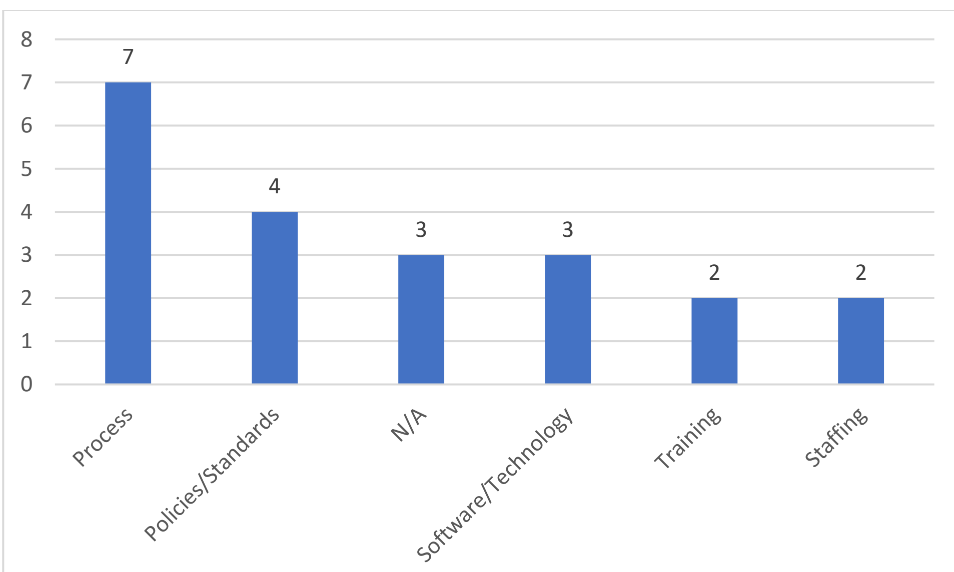


- Eight out of the 28 comments commended the level of communication provided by the Purchasing Office – noting responsiveness and that staff is always available to respond to inquiries.

- Similarly, five comments underlined the overall helpfulness of the Purchasing Administrator – with two examples noting that they regularly receive assistance when compiling documentation.
- Five comments noted that the purchasing process is timely and efficient, with one specifically citing the process between Council approval and finalization of a contract.
- Two comments highlighted the collaborative approach (when working with departments on a procurement) taken by Purchasing staff as a strength.
- Two comments lauded specific aspects of the process. Specifically, the use of annual service agreements and sharing procurement opportunities with Ohio MBE/DEB/EDGE. Similarly, one comment stated that the centralized nature of procurement is to the City (and staff's) benefit.
- Two comments found the process to be fair and transparent.
- One comment praised the Office for being innovative and willing try new methods.

5.4.2 Opportunities for Improvement

Eight respondents provided a total of 21 comments that they identified as improvement opportunities for the procurement process. Out of these, three indicated "N/A". These are summarized by key theme below:



Seven comments suggested various process improvements, including:

- Better planning of procurement schedules by stakeholder departments.
- Ways to identify more potential vendors.
- Allowing direct City Manager approval for routine operational contracts.
- Increasing staff purchasing authority beyond $7,500.
- Reducing staff time in the pre-procurement process.
- Simplifying the overall process and how procurements are routed through the organization.

The second most common category related to establishing and updating policies and standards, such as:

- Standardizing bidding timelines.
- Making the procurement code and policies more consistent and simplified.
- Revising procurement code to address unique purchases – for example, software service packages.

Three comments suggested software and technology improvements, including:

- Allowing departments access to the State of Ohio system and other purchasing consortiums.
- Implementing a contract tracking system that automatically reminds stakeholders of when contracts are set to expire.

Both training-related comments requested additional training on the procurement process ("How to buy things."), while two more statements recommended that additional staffing be added to the Purchasing Office to further improve their service offerings:

- Having dedicated Purchasing staff assigned to high-volume departments.
- Increasing staff capacity (via more positions) to allow Purchasing to have a more direct role in interacting and coordinating with vendors.

5.4.3 Technology Solutions

The final open response question asked respondents to provide examples of new technology solutions (or updates to existing ones) that they would like to be incorporated into the procurement process. Eight participants provided input for this question, though two of these read "N/A". The six remaining respondents suggested the following improvements:

- A contract tracking mechanism.
- Automation of the procurement workflow.
- A reduction in the number of email communications associated with the process (such as for bid initiation, review of bids, and contract development).
- An evaluation of the effectiveness of IonWave against potential alternatives.
- The implementation of the online contract submission portal (in progress).
- Automation of the dispersal of bid documents, such as RFQs, with the intent of increasing the number and diversity of responses.

Appendix B: Comparative Assessment

The Matrix Consulting Group was contracted by the City of Upper Arlington to assist in the creation of procurement KPIs, program development, and benchmarking. As part of this project, a comparative assessment was performed.

The comparative assessment is designed to gain insight into how peer cities manage procurement processes. The project team and City staff agreed on the following 7 organizations for use in this assessment:

City	Population
Delaware, OH	42,814
Dublin, OH	49,085
Gahanna, OH	35,440
Hilliard, OH	36,892
Stow, OH	34,342
Westerville, OH	38,862
Worthington, OH	14,564
Upper Arlington, OH	36,295

The following analysis encompasses each of the topics we asked peer cities to provide information on.

- Staffing & Structure
- General Procurement Operations
- MWBE
- Software

3.1 Staffing and Structure

The first table focuses on the staffing levels of procurement/purchasing sections within each City along with their procurement budget.

Staffing/Structure Comparison

	Procurement Staff	Procurement Budget	Organizations Total Spend Last FY
Delaware	2	$324,124	$188,695,966
Dublin	1	(Finance) $1,812,000	$212,329,135

	Procurement Staff	Procurement Budget	Organizations Total Spend Last FY
Gahanna	1 coordinator in finance, but decentralized structure	(Finance) $3,101,815	$26,523,096
Hilliard	Finance covers purchasing	-	$104,000,000
Stow	Purchasing Division in Service Department	-	-
Westerville	2	(Admin) $1,935,000	$184,000,000
Worthington	No procurement specific staff	-	$44,210,614
Upper Arlington	1	$1,182,434 (total finance)	$128,269,856

Note that hyphens throughout the tables denote information that could not be obtained by the project team.

Upper Arlington has 1 FTE committed to procurement within the City which is very comparable when looking at similar sized cities in Ohio. All cities had placed their procurement staff within administrative services, finance, or a similar department, comparable to Upper Arlington. Although, Delaware is planning to create a Management, Budget, & Procurement Department, according to their budget. Procurement budgets were difficult to compare as they were often tucked within the finance or other lead department, as in Upper Arlington. Upper Arlington fell directly in the middle of the 7 total cities where data could be found, when looking at total organizational expenditure last FY.

3.2 General Procurement

This following two tables summarizes information on procurement processes and policies, including total spend, requisitions, purchase orders, KPIs, and training.

Quantitative Procurement Comparison

	Delaware	Dublin	Gahanna	Hilliard	Stow	Westerville	Worthington	Upper Arlington
Total Procurement spend in last FY	-	-	$24,108,044	~$23,000,000	$24,478,937.65	~$96 million was spent in FY 2022 on goods, services, and construction. ~$37 million was oversight of purchasing	Non-Payroll Spend was $19,727,253	$65,399,376
Requisitions Last FY	-	-	832	736	2,610	~3,500	460	137
POs Last FY	-	-	813	736	2,476	~3,500	460, requisitions turn into PO's	379

Qualitative Procurement Comparison

	Delaware	Dublin	Gahanna	Hilliard	Stow	Westerville	Worthington	Upper Arlington
Bid Selection Approach	City Manager awards to lowest responsive and responsible bidder. City Manager reports contract awards to City Council.	Lowest and Best	Select from 3 lowest bidders	Scoring system, not necessarily always the lowest bid wins	Lowest and most responsive	Lowest and Best	Competitive Bids – Lowest RFP's– low price but best quality	Lowest and Best
An Accessible Purchasing Manual	No	No	Yes	In process of developing	Yes, and available to all staff	Yes, manual & policies are available via intranet to all staff.	Administrative regulation for purchasing/procurement and have guidelines to assist with people new to the accounting system.	No

	Delaware	Dublin	Gahanna	Hilliard	Stow	Westerville	Worthington	Upper Arlington
Internal Procurement Training	-	No	Try for multiple times a year, it is at least offered once a year	This is in the works to be done with new manual	As needed	Yes. Training is offered via onboarding presentations and quarterly meetings with departmental support staff. A separate training is required for all staff that are issued a P-Card.	Yes, via one-on-one if the staff member requests it, utilize the guidelines.	No
External Vendor Training	-	No	No	No	If needed	No formal external training but plenty of informal outreach and support	No	No
KPIs, Metrics	-	No	No	Currently working on cost recovery methods for some departments	No	Yes (see below)	No	No

	Delaware	Dublin	Gahanna	Hilliard	Stow	Westerville	Worthington	Upper Arlington
Procurement Goals	-	Developing procurement manual and procedures currently	Encouraged is as far as we go currently	Local vendors, quality, and fiscal responsibility	Lowest & most responsive bidder	A fair transparent procurement process/system that maximizes public value and dollars spent while increasing vendor participation including small and diverse businesses	Utilizing local vendors, we are talking about initiatives in our DE&I processes to establish MWBE vendors	Establish KPIs for procurement in general. Encourage growth of MWBE/Local vendors. Create KPIs to track the use of MWBE/local vendors

Overall, Upper Arlington is in the same place as many of its peers. A majority of cities that responded to the survey have no formal internal or external training, KPIs/metrics for procurement that they track, or a fully comprehensive purchasing manual. Most cities approach bidding by awarding lowest and best as well. There are some differences we would like to point out:

- Westerville seems to be the most advanced in terms of developing a fully operational procurement program. They were able to provide well thought out answers to every question and the only program they did not report as currently conducting was external vendor training on a formal basis. They were the only community to track KPIs and metrics for procurement, as detailed in their answer here: "Regularly monitored performance metrics include: savings from the formal competitive efforts led by the central purchasing office, savings from decentralized "3-Quotes" purchases initiated at the departmental level, spend via cooperative purchasing contracts and the associated savings, # of P-Card transactions and the associated spend, spend directed to small and diverse businesses, instances of seeking competition, # of invitation to bid communications sent by the central purchasing office, # of document takers for solicitations issued by the central purchasing office, and # of bids/proposal received by the central purchasing office."

- Upper Arlington did have significantly less (by multiple hundreds) requisitions and purchase orders when compared to other cities. Upper Arlington also had less than half of their requisitions become purchase orders, possibly indicating a lack of internal approvals becoming full purchase orders. Other cities compared in this area almost all had equal numbers of requisitions and purchase orders.

3.3. MWBE and Software

The next table focuses on the level of MWBE outreach, incentives, and involvement in the procurement process.

MWBE Comparison

	Delaware	Dublin	Gahanna	Hilliard	Stow	Westerville	Worthington	Upper Arlington
MWBE Spend Last FY	-	-	Not tracked	Not tracked	Not tracked	~$1.9 million spent on small & diverse businesses 2022. YTD for 2023 ~$2.6 million (small & diverse)	Not tracked	$425,884.64
Incentives for MWBEs	-	Policy is to go local if possible	No, but policy does encourage it	No	No	No formal preference programs or policies but encouraged to support small and diverse businesses	No	No

Monitoring MWBE Procurement Participation	-	No	No	No	No	On a quarterly basis, track and report on spend with small and diverse businesses	No	No

Upper Arlington does track dollar spend with MWBEs, unlike many of its counterparts. Much like a majority of the cities compared, Upper Arlington does not currently have incentives for MWBE vendors and does not track MWBE participation in the role of procurement. Again, Westerville has a well-developed procurement program that can be used as a successful example when looking at MWBE policy.

The following table compares the various software applications used in the procurement process.

Software Comparison

	Delaware	Dublin	Gahanna	Hilliard	Stow	Westerville	Worthington	Upper Arlington
Procurement Software	-	MUNIS	MUNIS	Civica	Currently Software Solutions but switching to BS&N in 2024	Bonfire's hosted eProcurement and Central Square Technologies' Finance Enterprise solution	Software Solutions Inc's accounting system, Visual Intelligence Portfolio (VIP)	IonWave

	Delaware	Dublin	Gahanna	Hilliard	Stow	Westerville	Worthington	Upper Arlington
Procurement Tracking Software	-	MUNIS	Decentralized. Each Department has a procurement person who enters requisitions and processes invoices after verification all goods and services were received	Civica	-	Bonfire's hosted eProcurement solution is used for formal Bids/RFPs and solicitations issued by the central purchasing office.	By PO and utilizing reporting and functions in the accounting system. CIP projects get tracked by separate expense accounts	Excel
Contract Tracking	-	-	Decentralized each department tracks contracts they initiate	Each department is currently responsible for their contracts	Through open POs	Hyland's Onbase software is used to house all City contracts. Active term contracts are managed through a contracts module within Bonfire.	We have a contract inventory spreadsheet	Each department keeps track of its own open contracts. We upload signed contracts into OnBase.
Requisition Tracking	-	-	All requisitions go through the accounting software	Through system	Hard copies signed by Dept Head & turned into Purchasing	Central Square Technologies' Finance Enterprise solution is used for all requisitions.	Yes, through our accounting system	All requisitions go through our Finance System, New World. It is a Tyler Technologies software application.

Upper Arlington, along with all other respondents, have a procurement software currently in use. Although, 4 of the cities that were compared utilize this software for procurement tracking as well, unlike Upper Arlington that uses Microsoft Excel. Contract tracking is primarily overseen by individual departments for each of these communities, except for Westerville, which uses a software application. Upper Arlington compares well in the area of requestion tracking, as all cities compared utilize finance software, except Stow.

Comparatively, Upper Arlington is in a similar situation as many of its peers. Other communities are also currently developing procurement/purchasing programs as they see it's vital importance to city operations. Westerville is the most comprehensive and well-developed program, especially on the topic of diverse business involvement.

Appendix C: Key Performance Indicators (KPIs)

A key component of this study was to develop key performance indicators (KPIs) for use by the Purchasing Office. KPIs are a powerful tool that establish criteria for determining the results and quality of an organization's activities. According to the National Institute of Governmental Purchasing (NIGP), "Procurement should have a performance measurement system that assesses progress towards achievement of the strategic plan." (NIGP 2023).

The development of KPIs begins with establishing strategic goals for procurement. The City has already indicated its desire to increase utilization of Minority and Women Owned Business Enterprises (MWBEs) – including the use of Ohio's Encouraging Diversity Growth and Equity (EDGE) Program – as well as increasing the number of local vendors doing business with the City. An overarching goal is to further diversify its vendor pool including increasing the number of small, minority and local vendors.

4.1 Performance Management Framework

NIGP details the four key elements of performance management for procurement as follows:

- **Strategic Planning:** Establish who is responsible for creating, maintaining, and reporting on KPI progress. Establish who they should report to. Define specific time frames for reporting (monthly, quarterly, annually). Establish what should be monitored and how data is to be collected.
- **Implementation:** Implement KPIs developed in the previous phase and begin measuring organizational performance against them (see below).
- **Monitoring Progress:** Collect data, prepare reports, and present to relevant entities who are responsible for evaluating progress.
- **Identify Opportunities for Improvement:** Based on the step above, identify areas that are working well as well as areas that could be improved. This may result in the creation, updating, or elimination of certain KPIs.

4.2 Core KPIs

The City currently does not have any established KPIs for procurement – part of the impetus for this specific study. Therefore, this chapter contains recommendations on broad procurement KPIs ('core' KPIs) based on general subject areas recommended by the NIGP.

- Internal and external customer satisfaction
- Timeliness (time in progress versus agreed upon times)
- Quality (number of errors, number of change orders)
- Effectiveness (savings)
- Efficiency (cost of operations)

Furthermore, the KPIs included in this section touch on some datapoints that could be useful in monitoring Purchasing's overall operations based on the project team's prior experience. The table below contains some suggested 'core' KPIs:

#	KPI	Description
1	Total Spend	
2	Total Spend by:	
	Type/Threshold	
	Department	
	Vendor	
3	Total Requisitions/POs by:	
	Type/Threshold	
	Department	
	Vendor	
4	Cooperative Contract Utilization Rate	How many purchases were made through co-op contracts?
5	Cost Reductions from Procurement	Comparing winning bids against competing bids, savings from use of co-op contracts.
6	Strategic vs. Ad-Hoc Procurements	How many purchases were previously planned/budgeted versus 'ad-hoc'?
7	Vendor Retention Rate	How many repeat vendors?
8	PO/Contract Accuracy:	
	Specification Development Time	
	# of Change Orders	
9	% of On-Time Payments to Vendors	
10	Vendor Evaluations	
	% of Orders Delivered on Time	

#	KPI	Description
	% of Orders Delivered Accurately	
	# of Compliance Issues	
11	Customer Satisfaction Rate	Institute a regular internal customer survey and develop actionable goals based on results.
12	Community/Vendor Outreach	
	Vendor Surveys/Goals	What is/is not working with the procurement process from an external point of view?
	# of Vendor Trainings Held	

Several of these KPIs include outreach to both internal and external stakeholders – whether it be via surveys, training programs, or general outreach. Such outreach is useful in developing actionable goals based on the feedback gathered, which in turn can help inform the development of new KPIs or adjustments to current ones. Formalizing the process of outreach via a KPI (such as the # of trainings held each year) will help ensure that these activities are performed.

4.3 MWBE/Local Specific KPIs

Some KPIs related to the use of MWBEs/local vendors were also developed. While these are specific to this overall City goal, many of the KPIs in the section above can also be applied to this specific group of vendors.

#	KPI	Description
1	Total Spend on MWBE/Local Vendors	Ratio of spending on MWBE/local vendors vs. all vendors.
2	Total # of Contracts Awarded to MWBE/Local Vendors	Ratio of contracts awarded to MWBE/local vendors vs. all vendors.
3	Growth (Monthly/Quarterly/Annually) for MWBE/Local Vendors	
4	# of Outreach Events and Programs	
5	MWBE/Local Vendor Retention Rate	How many of these vendors are repeat clients of the City?
6	# of Bids Received from MWBE/Local Vendors	For any given bid opportunity, how many bids were submitted by either of these groups?

Specifically targeting groups can often be a controversial topic in public procurement. For instance, NIGPs official stance on “Local Vendor Preference” is that it counteracts the overall goal of facilitating an equitable process that maximizes value to the organization.

However, the several of the KPIs in both sections are focused on identifying what could be key roadblocks to doing business with the City for vendors within these groups. For instance, KPI #6 looks at the number of bids received from MWBEs or local vendors for any given opportunity. This data can be used for subsequent analysis that identifies the types of opportunities these groups are more or less likely to bid on.

Pairing with this is a push to better understand the types of businesses both within and outside of the City. This can be accomplished through regular vendor outreach – trainings, surveys, town hall events, and vendor research. If it is discovered that specific vendors are not interacting with the City for a reason such as a poor understanding of the procurement process, then the City will be able to better address those needs via training, documentation, or refinements to the process.

Purchasing Benchmarking and KPI Assessment

Upper Arlington, Ohio

matrix consulting group

Assessment Scope

Current Operations Review

Including an assessment of operational practices, staffing allocations and productivity

Benchmarking

To compare Upper Arlington against comparable public sector entities.

Small Business Spending

Covering MBE, EDGE, WBEs and DBEs

Data Management / Technology

To assess automation of processes and enable ease of data tracking.

matrix consulting group

Project Approach

Current State Assessment

- Documents existing organization, staffing and service levels.
- Document service levels and service delivery approaches.

Stakeholder Input

- Enabled key employees to provide input into the study. .
- Focus on critical issues such as customer service,, service levels, staffing, and technology.

Best Practices

- Compares current operations in the City against industry standards and typical practices in procurement operations.
- Identifies strengths and improvement opportunities.

Comparative

- Benchmarking staffing and operational approaches against other comparably sized communities.

Project Approach

Operational and Staffing Assessment	• Evaluation of operational changes and staffing requirements to meet service expectations. • Analyzes improvement opportunities identified in Best Practices Assessment for potential recommendation.
Report	• Final report documenting recommendations.

Key Strengths

Internal Stakeholder Survey Positive

Extremely positive internal satisfaction with purchasing support and operations.

Appropriate Centralization

Level of centralization of procurement functions between Purchasing and operating departments is appropriate and effective.

In Alignment with Comparative

Purchasing operations is in alignment with generally staffing allocations, service approaches, and service levels for comparably sized communities.

Recent significant improvements

Increasing proactive focus on enhancing procurement especially including vendor outreach, development and recruitment of small businesses (including MWBE businesses).

matrix consulting group

Key Recommendations - Operational

Develop purchasing manual and provide regularly staff training on procurement processes.

Develop “How to Do Business Guide” for vendors.

Implement template for operating departments to document procurements.

Implement RFP and RFQ evaluation template to increase consistency and reduce bias.

Conduct annual spend analysis.

Expand use of cooperative purchasing and purchasing consortiums.

Require all purchases above a designated threshold to have a requisition and PO.

Centralize tracking of all contracts within Purchasing to provide spend visibility.

matrix consulting group

Key Recommendations - Thresholds

Increase threshold approval authority:

- Department Heads – up to $10,000
- City Manager – up to $100,000
- City Council – over $100,000

Change thresholds for procurement process:

- Below $10,000 - 3 informal quotes
- Between $10,000 and $40,000 – 3 formal quotes
- Over $40,000 – formal RFX process

matrix consulting group

Key Recommendations - KPIs

Establish and expand formal procurement KPIs and provide quarterly report to Council

Implement additional KPIs to track small business / MWBE KPIs.

Questions and Discussion

matrix consulting group

RECORD OF ORDINANCES
CITY OF UPPER ARLINGTON
STATE OF OHIO

ORDINANCE NO. 29-2024

TO AMEND CHAPTER 138 – PROCUREMENT CODE OF THE UPPER ARLINGTON CODE OF ORDINANCES

WHEREAS, the City desires to foster fair and open competition for its contracting opportunities; and

WHEREAS, an effective and efficient procurement system can improve City operations and save resources; and

WHEREAS, the City contracted with Matrix Consulting Group in 2023 to perform a procurement audit and provide recommendations; and

WHEREAS, pursuant to those recommendations as described in Exhibit A, Staff recommends the improvements to the City's procurement code; and

WHEREAS, Staff believes these changes will make the procurement process more efficient while ensuring contract opportunities are awarded using the appropriate selection process.

NOW, THEREFORE, BE IT ORDAINED by the Council of the City of Upper Arlington, Ohio:

SECTION 1. Sections 138.01, 138.04, 138.05, 138.06, 138.07, 138.08, 138.09, 138.10, 138.12, and 138.23 of Chapter 138 – Procurement Code of the Upper Arlington Code of Ordinances are hereby amended as described in EXHIBIT A, attached hereto and made a part herein.

SECTION 2. This ordinance shall take effect 30 days after passage.

§ 138.01 DEFINITIONS.

As used in this chapter, the following definitions shall apply:

(A) *Competitive procurement process:* A contracting method in which the city solicits proposals and/or quotes, negotiates the terms, conditions, and other relevant factors, and enters into a contract advantageous and beneficial to the city.

(B) *Construction contract:* A contract entered into for the construction, demolition, alteration, repair, or reconstruction of any building, structure, street, or other public improvement.

(C) *Formal competitive bid:* A contracting method in which the city develops bid specifications and/or documents, provides notice to bidders, requires sealed bids by a stated deadline, accepts or rejects bids and awards the contract to the lowest and best bidder.

~~(D) *Local business:* A person or business entity that has its principal place of business within the corporation limits of the city and is not delinquent in the filing of returns or the payment of income or net profits taxes to the city.~~

(D~~E~~) *Lowest and best bid:* The bid as determined by the city to be the most advantageous and beneficial to the city. Factors that may be considered in determining the lowest and best bid include, but are not limited to, the bid price, ~~any local preference credit pursuant to C.O. § 138.23,~~ the bidder's experience, financial condition, conduct and performance on previous contracts, facilities, management skills, ability to execute the contract timely and properly, and compliance with federal, state, or local laws.

~~(F) *Non-local business:* A person or business entity that does not meet the definition of being a local business.~~

(E~~G~~) *Procurement contract:* A contract entered into for the buying, purchasing, renting, leasing or acquisition by any other manner of any materials, supplies, equipment, services, professional services, or grants in support of community agencies, but not including construction contracts.

(F~~H~~) *Professional services:* Services that usually require skill or expertise of an advanced, specialized, or peculiar nature, including but not limited to attorneys, architects, engineers, professional design firms, construction managers, surveyors, accountants, physicians, real estate appraisers, Realtors, insurance advisors, computer software consultants, telecommunications consultants, and third-party benefit administrators.

(G~~I~~) *Reverse auction:* A purchasing process in which offerors submit proposals in competing for the award of a procurement contract or a construction contract in an open environment via the internet. A reverse auction is not a formal competitive bid.

(Ord. No. 112-2009; Ord. No. 55-2011)

§ 138.04 COMPETITIVE PROCUREMENT PROCESS THRESHOLDS.

~~(A) The award of a procurement contract involving more than ten thousand dollars ($10,000) seven thousand five hundred dollars ($7,500.00) but not more than forty thousand dollars ($40,000.00) shall be based upon a competitive procurement process.~~

~~(B) The award of a procurement contract involving not more than ten thousand dollars ($10,000) seven thousand five hundred dollars ($7,500.00) shall not require a competitive procurement process.~~

Absent a requirement imposed by an external funding source, the following thresholds apply:

A) The award of a procurement contract of up to ten thousand ($10,000) dollars shall not require a competitive procurement process

B) The award of a procurement contract between $10,000.01 and $40,000 shall require a competitive procurement process

C) The award of a procurement contract over $40,000 shall require a formal competitive bid unless the contract falls within an exception provided by this code.

(Ord. No. 45-2013; Ord. No. 50-2015, § 1, 7-13-2015)te

§ 138.05 FORMAL COMPETITIVE BID PROCESS.

(A) Any contract expenditure, other than the compensation of persons employed by the city, for more than forty thousand dollars ($40,000.00) shall be awarded through the formal competitive bid process unless the expenditure falls within an exception provided by this code.

~~(B) For construction contracts, the purchasing administrator shall advertise a bid notice for not less than two (2) weeks in a publication of general circulation within Franklin County.~~

(B~~C~~) For procurement contracts, the purchasing administrator shall solicit bids from persons producing or dealing in the relevant field of equipment, materials, supplies, services, or professional services.

(C~~D~~) The bid notice shall contain a brief description of the item and direct potential bidders to the c~~C~~ity's website where additional information may be found.

(D~~E~~) The purchasing administrator may request additional information from one (1) or more bidders to determine the lowest and best bid.

(E~~F~~) A general notice shall be posted in the municipal services center and on the city's website stating that information concerning upcoming bids may be obtained from the purchasing administrator. The city's website shall contain additional details regarding all construction contracts and procurement contracts to be awarded through the formal competitive bid process. For construction contracts, the purchasing administrator shall advertise a bid notice for not less than two (2) weeks on the c~~C~~ity's website and if required by a grant or other funding source, in a publication of general circulation within Franklin County.

~~(G) The city manager shall only enter into contract upon passage of an ordinance by city council authorizing the city manager to enter into a written contract with the lowest and best bidder.~~

(Ord. No. 45-2013)

§ 138.06 CONDITIONS OBVIATING FORMAL COMPETITIVE BID OR COMPETITIVE PROCUREMENT PROCESS.

(A) (1) In the case of a real and present emergency arising in connection with the operation and maintenance of any department, division, commission, bureau, or board of the city, city council may, authorize the city manager to enter into a procurement contract or construction contract without a formal competitive bid or competitive procurement process.

(2) In the case of a real and present emergency as declared by either the President of the United States, the Governor of Ohio, the President of c~~C~~ity Council or the c~~C~~ity m~~M~~anager arising in connection with the operation and maintenance of any department, division, commission, bureau, or board of the city and in the interest of the public health, safety and welfare needing action prior to the next regularly scheduled council meeting, the city manager may enter into a procurement contract or construction contract without a formal competitive bid or competitive procurement process. The city manager shall, as soon as reasonably possible under the circumstances, notify city council of the details concerning the contract(s) and the emergency.

(B) The following contracts may be awarded without a formal competitive bid or competitive procurement process:

(1) Contracts for gas and electric service, postage, water and sewer service, solid waste disposal, advertising, or, where fixed prices prevail.

(2) Contracts for professional services.

(3) Purchases made in accordance with the Ohio Cooperative Purchasing Act, ORC § 125.04.

(4) Purchase of machinery, materials, supplies or other articles made in accordance with ORC § 5513.01 or the purchase of any passenger vehicle, van, truck, trailer, or other heavy equipment in accordance with ORC § 5513.04.

(5) Procurement contracts if the city is participating as an additional purchaser in an existing valid and lawful contract between a vendor and another political subdivision, a state, the U.S. General Services Administration, a federal agency, or an ~~governmental -~~approved cooperative purchasing group, provided that the other political subdivision, state, U.S. General Services Administration, federal agency, or purchasing group has procured and entered into such contract in accordance with a formal competitive bid or competitive procurement process that is substantially similar to the provisions of this chapter.

(6) Subject to the provisions of C.O. § 138.09, purchases to replenish inventories of office supplies or other purchases to replenish inventories of goods or materials that are needed on a day-to-day basis for the operation of any department or division.

(7) ~~Purchase c~~Contracts for ~~proprietary computer software~~ updates, upgrades, ~~and~~ renewals, and maintenance ~~programs.~~ for existing software, technology hardware and telecommunications services

(8) When the purchasing administrator determines that only a sole source exists. ~~for the purchase of the supply of material.~~

(9) Grants in support of community agencies.

(10) Contracts involving city services or equipment entered into pursuant to C.O. § 131.14.

(11) Purchases made from a community rehabilitation program in accordance with ORC §§ 125.60 to 125.6012.

(12) Service and maintenance contracts that support an existing strategy or method for managing all city facility security and environmental solutions.

(C) The city may enter into a contract, without advertising and bidding, for the purchase of used equipment or supplies at an auction open to the public, or at a sale where the vendor has invited the public to submit written bids.

(D) The city may enter into a contract, without advertising and bidding, for services or the purchase of material, equipment, or supplies, from any department, division, agency or political subdivision of the state.

(E) The city may enter into a contract pursuant to a reverse auction authorized in accordance with ORC § 9.314 or C.O. § 138.21.

(Ord. No. 112-2009; Ord. No. 45-2013; Ord. No. 50-2015, § 2, 7-13-2015)

§ 138.07 PROCEEDINGS ON OPENING OF FORMAL COMPETITIVE BIDS.

(A) Formal competitive bids shall be opened in public at the time, date and place specified in the notice to bidders or specifications and shall be publicly read by the purchasing administrator or designee. The date and time of bid openings may be extended by the purchasing administrator, provided that written notice of the change shall be posted at the municipal services center and on the city's website no later than forty-eight (48) hours prior to the original time and date fixed for the opening. Any modification of the plans or specifications may extend the time for opening the bids.

(B) The purchasing administrator may accept a late bid whenever the purchasing administrator determines that acceptance of the late bid is in the best interest of the city and that the other bidders have not been prejudiced by the late bid.

(C) The purchasing administrator may waive any variation from the bid requirements or defect in a bid that does not materially affect the competitive nature of the bid and does not prejudice the right of the public. A variance or defect does not materially affect the bid if the terms of the bid are clear and unambiguous, the bid contains all essential elements of the contract, the amount or competitive nature of the bid is not affected, and the bidder has not received an unfair advantage from having seen the competitor's bid documents. A variance or defect may include a clerical mistake as opposed to a judgment mistake that was actually due to an unintentional and substantial arithmetic error made in the compilation of the bid. In considering any waiver, the purchasing administrator shall attempt to secure the best work or materials at the lowest price practicable and shall make such determination in a manner as to fairly and reasonably accomplish such purpose with sole reference to the public interest.

(D) The purchasing administrator may reject any bid for any reason or all bids for no reason if acceptance of the lowest and best bid is not in the best interest of the city.

(E) If the city uses an online system to receive formal competitive bids electronically through a website purchasing portal, then the bids submitted electronically shall not be accessed until the time and date specified in the bid notice. Bids submitted electronically will be read at the bid opening. ~~The individual bid information shall be posted on the city's website after the contract has been awarded.~~

(Ord. No. 112-2009; Ord. No. 45-2013)

§ 138.08 CONTRACT MODIFICATIONS.

(A) Any modification of a contract shall only be made upon the order of the city but such order shall be of no effect until the modified contract, has been agreed upon in writing and signed by the contractor and by the city manager, on behalf of the city, approved as to form by the city attorney and finance director or their designees.

(B) The city manager may execute a change order for a construction contract, provided the adjustment does not exceed the amount including any contingency in the authorizing legislation. Change orders that cause the total contract price to exceed this authority must be approved by ordinance or resolution of the city council.

(C) The city manager may execute a change order without Council approval for a procurement contract where sufficient funds are appropriated if:

(1)~~)~~ ~~The total contract amount including the change order does not exceed one hundred forty thousand dollars ($4100,000.00); or~~ The amount of all change orders does not cause a contract that was below the $100,000 contract authority level to exceed it

~~(2)~~and ~~T~~the amount of the change order and all prior change orders does not increase the contract by more than ten percent (10%) of the original contract amount~~,~~ provided~~,~~ however, that no change order, either individually or in combination with all prior change orders, shall exceed one hundred ~~forty thousand dollars~~ ($~~4~~100,000.00) ~~without prior Council approval~~.

(2~~3~~) The change order involves a contract for the items set forth in C.O. §§ 138.06(B)(3) through (5) provided that sufficient funds have already been appropriated and the amount of the change order and all prior change orders does not increase the contract by more than ten percent (10%) of the amount specifically identified for the item in the annual budget document approved by city council. ~~Change orders that exceed this authority must be approved by ordinance or resolution of the city council.~~

(D) Change orders executed on Construction Contracts shall be reported to the city council quarterly. ~~as part of a final report at the conclusion of the project.~~

(E) No contractual liability for any modification shall be created against the city except as authorized by this section or by city council ordinance or resolution.

(Ord. No. 112-2009; Ord. No. 48-2014, 8-18-2014)

§ 138.09 CONTRACTING AUTHORITY.

(A) Except as provided in divisions (B) through (J~~H~~) below, any contract involving an expenditure of city funds shall require prior city council approval.

(B) Except as provided in division (E), the city manager may enter into any contract involving an expenditure of not more than ~~forty~~one hundred thousand dollars ($~~4~~100,000.00) without prior city council approval, provided that sufficient funds have already been appropriated.

(C) The city manager may enter into contracts for the items set forth in C.O. § 138.06(B)(1) without prior city council approval, provided that sufficient funds have already been appropriated.

(D) The city manager may enter into contracts for the items set forth in C.O. §§ 138.06(B)(3) through (5), 138.06(C), and 138.06(D) without prior city council approval, provided that sufficient funds have already been appropriated, the item was specifically identified in the annual budget document approved by city council, and the contract price does not exceed the budget estimate by more than ten percent (10%).

(E) The city manager may enter into contracts for grants in support of community agencies involving an expenditure of not more than thirty thousand dollars ($30,000.00) without prior city council approval. All contracts for grants in support of community agencies shall be reported to city council on a quarterly basis.

(F) The city manager may enter into contracts for professional services for architects, engineers, professional design firms, construction managers, or similar construction related professionals involving expenditures exceeding ~~forty~~ one hundred thousand dollars ($~~4~~100,000.00) without prior city council approval, provided that sufficient funds have already been appropriated and are available as certified by the Director of Finance, the construction project is specifically identified in the annual budget document approved by city council, the construction project is listed in the most-recently approved 10-year Capital Improvement Program, and the selection of the professional was done pursuant to the quality based selection process approved by city council. All contracts entered into pursuant to this subsection shall be reported to city council on no less than a quarterly basis.

(G) The c~~C~~ity m~~M~~anager may enter into pass through contracts where funds are collected and then distributed to the service provider without Council approval.

(H) The c~~C~~ity m~~M~~anager may enter into agreements for service, maintenance, updates and upgrades for information technology or security products and services during the useful life of the application without Council approval when Council approved the original contract.

(I~~G~~) The city manager may enter into contracts involving expenditures exceeding ~~forty~~ one hundred thousand dollars ($~~4~~100,000.00) as provided in C.O. § 138.06(A)(2) without prior city council approval, in the amount necessary to address the real and present emergency prior to the next regularly scheduled council meeting.

(J~~H~~) The city attorney may enter into contracts for professional services as authorized in C.O. § 138.06 involving an expenditure of not more than ~~forty~~ one hundred thousand dollars ($~~4~~100,000.00) without prior city council approval, provided that sufficient funds have already been appropriated.

(K~~I~~) Whenever possible contracts shall be entered into for an entire project and shall not be artificially split into multiple contracts for the purpose of avoiding the dollar limitations set forth in this section.

(L) The c~~C~~ity m~~M~~anager shall provide a quarterly report to city c~~C~~ouncil listing all contracts entered into under (B) through (J) of this section.

(Ord. No. 112-2009; Ord. No. 6-2012, 6-13-2012; Ord. No. 45-2013; Ord. No. 50-2015, § 3, 7-13-2015 ; Ord. No. 62-2016 , § 1, 11-28-2016; Ord. No. 5-2017 , § 3, 2-13-2017)

§ 138.10 DELEGATION OF AUTHORITY.

(A) The city manager may delegate to the assistant city manager the full extent of the city manager's authority to execute contracts on behalf of the city.

(B) The city manager may delegate to the director of finance or designee the city manager's authority to execute purchase orders involving an expenditure of not more than one hundred~~forty~~ thousand dollars ($~~4~~100,000.00).

(C) The city manager may delegate to a department director and the ~~C~~city ~~ouncil C~~clerk the city manager's authority to execute contracts involving an expenditure of not more than ~~seven~~ ten thousand ~~five hundred~~ dollars ($~~7,5~~10,000.00). The city manager may require the department director to follow a competitive procurement process.

(D) The city manager may not delegate the city manager's authority to execute contracts for grants in support of community agencies.

(Ord. No. 112-2009; Ord. No. 6-2012, 2-13-2012; Ord. No. 45-2013; Ord. No. 50-2015, § 4, 7-13-2015 ; Ord. No. 5-2017 , § 3, 2-13-2017)

§ 138.12 AWARD AND EXECUTION OF CONSTRUCTION CONTRACTS; PRICE; PARTIAL PAYMENTS.

(A) ~~With respect to the award of any construction contract made by the city, t~~The award and execution of ~~the~~ a construction contract shall be made within sixty (60) days after the date on which the bids are opened. The failure to award and execute the contract within sixty (60) days invalidates the entire bid proceedings and all bids submitted, unless the time for awarding and executing the contract is extended by mutual consent of the city and the bidder whose bid the city accepts and with respect to whom the city subsequently awards and executes a contract. The contractor, upon request, is entitled to a notice to proceed with the work by the city upon execution of the contract. No contract shall be entered into if the entire cost of the construction contract exceeds in the aggregate the amount authorized by law.

(B) The unit or lump sum price stated in the contract shall be used in determining the amount to be paid and shall constitute full and final compensation for all the work.

(C) Partial payment to the contractor for work performed under the lump sum price shall be based on a schedule prepared by the contractor and approved by the architect or engineer who shall apportion the lump sum price to the major components entering into or forming a part of the work under the lump sum price.

~~§ 138.23 LOCAL PREFERENCE.~~

~~(A) Local businesses shall receive a local preference credit equal to two percent (2%) of the lowest and best bid or purchase price received from a non-local business in the city's evaluation of contracts for or purchases of supplies, materials, equipment, public improvements, and services.~~

~~(B) This section shall not apply to contracts or purchases:~~

~~(i) Less than three thousand dollars ($3,000.00); or~~

~~(ii) Financed in whole or in part by contributions, grants, or loans from any agency of the State of Ohio or the United States of America;~~

~~(iii) For the items set forth in C.O. §§ 138.06(B)(3)—(5) and 138.06(E).~~

~~(C) If the lowest and best bid or purchase price is received from a non-local business, a local business may be awarded the bid or contract if:~~

~~(i) It submits an affidavit verifying it meets the definition of local business under C.O. § 138.01;~~

~~(ii) Its bid or purchase price was within two percent (2%) of the bid or purchase price of the non-local business; and~~

~~(iii) It agrees to reduce its bid or purchase price to match the bid or purchase price of the non-local business.~~

~~(D) The local preference credit is one of the factors to be considered in determining the lowest and best bid or in making purchases and does not guarantee that the local business will be awarded the contract or purchase.~~

~~(E) The city shall indicate in all its invitations to bid, its requests for proposals, requests for qualifications, and its solicitations for contracts for or purchases of supplies, materials, equipment, public improvements, and services that it shall apply a local preference credit in accordance with this section.~~

~~(Ord. No. 55-2011)~~

Authors: Gary Wilfong, P.E., Public Service Director
Patrick Kaune, Public Works Manager

Council Meeting Date: April 15, 2024

Subject/Legislative Item: Resolution No. 4-2024 - A resolution authorizing the City's participation in the Ohio Department of Transportation Cooperative Purchasing Program for rock salt

Purpose: To provide the necessary materials to maintain roadway safety during winter weather events.

Executive Summary: Legislation authorizes the City Manager to participate in the ODOT Cooperative Rock Salt Purchasing Contract.

Purpose and Impact

The Public Service Department proposes to purchase 1,500 tons of rock salt through the Ohio Department of Transportation's cooperative contract program for the upcoming 2024-25 winter season.

Ohio Department of Transportation (ODOT) plans to bid this salt contract in the next couple of months and the proposed contract is estimated to begin June 1, 2024 and end April 30, 2025. Local government agencies are required by ODOT to pass a subject specific resolution confirming the agency's intention to join the ODOT salt contract. The resolution must be submitted to ODOT by May 1, 2024.

History

During the 2023-24 winter season, the Public Works Division used 1,284 tons of salt and in the 2022-2023 winter season we used 1,944 tons.

In the 2023 budget, we spent $111,456.00 for 1,800 tons of rock salt at a cost of $61.92 per ton once we placed our final material order for the season. In the 2024 budget, we allocated $250,000 for purchasing salt. We anticipate that we will spend an estimated $95,340.00 for 1,500 tons of rock salt at an estimated cost of $63.56 per ton.

This resolution to participate in the ODOT program will ensure that our salt supplies are maintained at maximum capacity, ensuring our ability to maintain safe roadways during winter weather events. Upper Arlington has participated in this cooperative contract for the past eight (8) years.

Rock salt stored in our barn for snow and ice removal purposes will not go bad because it is a naturally occurring mineral that does not decompose or degrade over time. As long as it is stored in a dry environment away from moisture, sunlight, and contaminants, rock salt remains effective for melting snow and ice indefinitely. Its chemical composition remains stable, ensuring its usability whenever needed during winter weather conditions.

Alternatives

Delaying the passage of this resolution may delay the acquisition of materials necessary to maintain safe roadways during a snow and ice weather event on Upper Arlington's 346 lane miles of roadway.

Attachments

1.	Resolution No. 4-2024

RECORD OF RESOLUTIONS

CITY OF UPPER ARLINGTON
STATE OF OHIO

RESOLUTION NO. 4-2024

A RESOLUTION AUTHORIZING THE CITY'S PARTICIPATION IN THE OHIO DEPARTMENT OF TRANSPORTATION COOPERATIVE PURCHASING PROGRAM FOR ROCK SALT

WHEREAS, it is the responsibility of the City to maintain and operate the City's 346 lane miles of roadways for the safety of the community; and

WHEREAS, the Ohio Department of Transportation (ODOT) has invited the City to participate in its 2024-2025 "Salt Participation Program" in order to purchase rock salt; and

WHEREAS, the City, pursuant to Ohio Revised Code 5513.01(B), may participate in the contracts entered into by the Ohio Department of Transportation; and

WHEREAS, the City of Upper Arlington hereby requests this participation agreement for a total of 1,500 tons of sodium chloride (rock salt), of which Upper Arlington agrees to purchase from its awarded salt supplier at the delivered bid price per ton, awarded by the Director of ODOT; and

WHEREAS, the program year will begin June 1, 2024 and run through April 30, 2025.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Upper Arlington, Ohio:

SECTION 1. The City of Upper Arlington is hereby authorized to participate in the Ohio Department of Transportation Cooperative Purchase Program for the purchase of rock salt, for the program year 2024-2025.

SECTION 2. This resolution shall take effect immediately upon passage.

Authors:	Brent Lewis, Finance Department Director Chris Zimmer, Fire Chief
Council Meeting Date:	April 15, 2024
Subject/Legislative Item:	Ordinance No. 30-2024 - An ordinance authorizing an expenditure to the City of Dublin for the City's proportionate share of the Central Ohio Interoperable Radio System (COIRS) 2024 annual maintenance expenses
Purpose:	To authorize an expenditure greater than the City Manager authority.
Executive Summary:	To authorize the annual expenditure for the City's share of COIRS annual maintenance expenses.

Purpose and Impact

Staff is respectfully requesting passage of the ordinance authorizing the expenditure of $104,649 to the City of Dublin for the City's proportionate share of the COIRS 2024 annual maintenance expenses. This amount is budgeted for in the General Fund – Police Division. This amount represents an increase of 2% over the 2023 amount of $102,596. The increase in costs can be associated with increased costs for insurance and generator maintenance.

History

In June 2017, City Council authorized the City Manager to enter into an agreement to join COIRS (Ordinance 40- 2017), which is a regional council of governments pursuant to Chapter 167 of the Ohio Revised Code, as part of the transition of 911 Dispatching Services to the Northwest Regional Emergency Communications Center (NRECC). As noted in the staff report at the time, membership in COIRS would include annual maintenance expenses for the radio network as agreed upon by the COIRS Board, for which the City holds a seat on. Current members of COIRS at this time include: Delaware County, Dublin, Hilliard, Worthington, and Upper Arlington.

The COIRS Board approves an annual budget and allocation of costs across its members (equally across UA, Hilliard, Dublin, and Worthington and Delaware County* at a lesser rate*). The 2024 COIRS budget totals $1,203,711, which is an increase of $23,701 over the prior year. The following is a breakdown of the said budgets:

* *Delaware County pays all expenses to maintain their side of the simulcast system out of their*

levy funds. Because that side of the system was funded by taxpayer (levy) funded debt, they were unable to contribute their assets to the COG and remain solely responsible for its upkeep. The amount they contribute to the COG is based on those costs in the budget that apply to all participants: legal services, insurance/bonding and audit expenses. I have highlighted these on the budget document.

Worthington & Dublin formed the COG and build the infrastructure for the COIRS side of the radio system. Delaware County allows COIRS to use the "master site" that ties the two sides together. Delaware wanted to be more than a "master site" provider and joined the COG as a partner, so they share in only those costs that apply to them. They DO NOT charge the COG for ongoing maintenance costs of the "master site" component, as this is their contribution in lieu of providing an asset.

	2024	**2023**	**Change**
Revenues			
Member fees:			
Delaware	$785,116	$769,625	$15,491
Dublin	104,649	102,596	$2,053
Hilliard	104,649	102,596	$2,053
Worthington	104,649	102,596	$2,053
UA	104,649	102,596	$2,053
Other revenue	0	0	$0
Total revenue	**$1,203,711**	**$1,180,010**	**$23,701**
Expenditures			
LEGAL SERVICES	$4,500	$4,500	$0
OTHER PROFESSIONAL SERVICES	42,500	42,500	$0
INSURANCE/BONDING	17,000	16,000	$1,000
TOWER SITE UTILITIES	14,000	14,000	$0
MAINTENANCE OF EQUIPMENT	1,120,711	1,098,010	$22,701
FIBER OPTIC IMPROVEMENTS	0	0	$0
AUDIT EXPENSES	5,000	5,000	$0
CAPITAL IMPROVEMENTS	0	0	$0

Total expenditures	**$1,203,711**	**$1,180,010**	**$23,701**
Revenues over/(under) expenditures	$0	$0	$0

Alternatives

There are really no alternatives at this time. COIRS is an integral part of the City's communication for the dispatching services provided by NRECC.

Attachments

1.	Ordinance No. 30-2024

RECORD OF ORDINANCES

CITY OF UPPER ARLINGTON
STATE OF OHIO

ORDINANCE NO. 30-2024

TO AUTHORIZE EXPENDITURE TO THE CITY OF DUBLIN FOR THE CITY'S PROPORTIONATE SHARE OF THE CENTRAL OHIO INTEROPERABLE RADIO SYSTEM (COIRS) 2024 ANNUAL MAINTENANCE EXPENSES

WHEREAS, in June 2017, City Council authorized the City Manager to enter into an agreement to join COIRS (Ordinance 40-2017), a regional council of governments, pursuant to Chapter 167 of the Ohio Revised Code, as part of the transition of 911 Dispatching Services to the Northwest Regional Emergency Communications Center (NRECC); and

WHEREAS, membership in COIRS includes annual maintenance expenses for the radio network as agreed upon by the COIRS Board, for which the City is a member; and

WHEREAS, City Council authorizes an expenditure to the City of Dublin for the City's proportionate share of the COIRS annual maintenance expenses for 2024.

NOW, THEREFORE, BE IT ORDAINED by the Council of the City of Upper Arlington, Ohio:

<u>SECTION 1.</u> An expenditure for an amount of $104,649.00 is hereby authorized to the City of Dublin for the City's proportionate share of the Central Ohio Interoperable Radio System (COIRS) annual maintenance expenses for 2024.

<u>SECTION 2.</u> The City Manager, Finance Director, and the City Attorney are hereby authorized to take all actions, including the execution of all documents or amendments necessary to enter into, implement, and administer the agreement, that are not substantially inconsistent with this ordinance.

<u>SECTION 3.</u> This ordinance shall take effect immediately upon passage.

Authors: Gary Wilfong, P.E., Public Service Director
Carla Odebralski, P.E., City Engineer

Council Meeting Date: April 15, 2024

Subject/Legislative Item: Ordinance No. 31-2024 - An ordinance levying assessments for the installation of sidewalks on Suffolk Road from Andover Road to Northwest Boulevard

Purpose: To promote walkability and pedestrian transportation networks.

Executive Summary: This is an ordinance authorizing collection of assessments for the completed installation of sidewalk on the south side of Suffolk Road from Andover Road to Northwest Boulevard.

Purpose and Impact

A petition for sidewalks on the south side of Suffolk Road from Andover Road to Northwest Boulevard was accepted by Council on December 12, 2022. This ordinance authorizes the collection of assessments for the completed installation of sidewalk.

To provide residents the best price available in the construction market, this sidewalk was bid out with the 2023 Street Reconstruction Project (SRP) which showed favorable bids. Based on the bid received, the cost was estimated to be $141.24 per front foot, or $70.62 per front foot after the city contribution of 50%. With construction complete, the exact amount to be assessed has been determined to be $53.61 per foot of frontage.

History

Residents on Suffolk Road reached out to the Engineering Division requesting the installation of a sidewalk on the south side of Suffolk Road from Andover Road to Northwest Boulevard. This block of Suffolk Road was slated for street reconstruction in 2023.

On November 29th, 2022, a Petition was submitted (pursuant to Ohio Revised Code Sections 727.06, et seq) by residents requesting that sidewalks be installed along the south side of Suffolk Road from Andover Road to Northwest Boulevard, with attending costs being assessed to all seven (7) of the eligible properties. A copy of this petition is provided for your reference. The petition form was prepared by the Engineering Division at the request of and as a courtesy to the residents.

On December 12, 2022, City Council accepted the petition and directed the Engineering

Division to prepare plans, specifications, and cost estimates for the improvements. The documents were filed with the City Clerk's Office on January 17, 2023.

On March 13, 2023, City Council passed a Resolution of Necessity (Resolution No. 3-2023, attached) that approved the plans and specifications for the improvements and set forth the estimated assessment amount and the payment schedule pursuant to ORC 727.12.

On March 21, 2023, the City Clerk served notices of the Estimated Assessment to the owners of properties directly affected by the sidewalk assessment portion of the project pursuant to ORC 727.13. Based on the Engineers Estimate, the estimated cost for the sidewalk to be assessed was $95.33 per front foot with that being reduced to $47.67 per front foot after the city contribution of 50% of the construction cost pursuant to the City Council Sidewalk Incentive Policy passed on November 25th, 2019. Based on the bid received, the estimated cost for the sidewalk to be assessed was $141.24 per front foot, or $70.62 after the City's contribution. The increase in cost was due to additional survey information that was collected during design that increased earth work needs and the increased concrete costs currently in the market.

The sidewalk improvement was bid as add Alternate C in the 2023 Street Reconstruction Project. By adding this sidewalk construction to a larger project, the residents typically receive the best price available in the construction market at the time. By bidding it as an add alternate, should the price come in too high for the sidewalks or if City Council chooses not to move forward with the sidewalks for another reason, City Council had the ability to reject the sidewalk assessment portion but still move forward on the larger street reconstruction project.

Pursuant to ORC 727.24, City Council had a majority approval to move forward with construction since the bid for the sidewalk construction was over 15% of the estimate established in the Resolution of Necessity.

The 2023 Street Reconstruction Project is now complete, including punch list items. The exact amount to be assessed has been determined based on unit costs at the completion of construction, totaling $55,962.42, or $53.61 per linear foot of frontage after the City's 50% contribution.

The assessment petition noted two payment options for the property owners: 1) one lump sum payment when billed by the City upon completion of construction; and, 2) a yearly fee determined by Council for a period of no more than 10 years at an interest rate of not less than the City's borrowing rate. If the property owner accepts the latter, the installment amount would be certified to the County Auditor and a special assessment would be added to the owner's property tax bill.

Alternatives

There are two actions that City Council may take:

1. Pass the ordinance to assess each property for completed sidewalk installation originating from a Resident Initiated Assessment Process for the sidewalk portion of the overall project in accordance with the petition filed by residents and ORC 727; or,
2. City Council may choose not to pass this ordinance, in which case the City would not recoup funds already expended to pay the contractor.

Attachments

1.	Resolution No. 3-2023
2.	Ordinance No. 26-2023
3.	Sidewalk Incentive Policy 2019
4.	Ordinance No. 31-2024

RECORD OF RESOLUTIONS

CITY OF UPPER ARLINGTON
STATE OF OHIO

RESOLUTION NO. 3-2023

DECLARING IT NECESSARY TO INSTALL SIDEWALKS ON THE SOUTH SIDE OF SUFFOLK RD. FROM ANDOVER RD. TO NORTHWEST BLVD., TO BE PAID BY SPECIAL ASSESSMENT

WHEREAS, Section 727.01 of the Ohio Revised Code authorizes the City to levy upon the abutting property owners, the costs connected with certain improvements, including the construction of sidewalks; and

WHEREAS, Section 727.08 of the Ohio Revised Code provides that the costs to be paid by special assessment may include the purchase price of real estate, cost for surveys, preparing plans and estimates, printing and publishing notices, special proceedings, labor and material, interest on securities issued or moneys advanced, amount of damages resulting from the improvement, cost incurred in the levy and collection of the special assessment, incidental costs connected with the improvements; and

WHEREAS, Section 727.12 of the Ohio Revised Code allows a resolution of necessity to be passed by a majority of the members of City Council if the improvement has been petitioned for by the owners of a majority of the front footage or the area to be assessed; and

WHEREAS, on December 12, 2022, City Council accepted a petition subscribed by the owners of a majority of the front footage to be assessed for a proposed sidewalk installation on the south side of Suffolk Rd. from Andover Rd. to Northwest Blvd.; and

WHEREAS, the current petition on file with the City Clerk has 62.5% of the owners of the abutting front footage or area to be assessed; and

WHEREAS, the plans and specifications, along with an estimate of the cost of labor and materials for improvement, have been on file in the City Clerk's Office since January 17, 2023.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Upper Arlington, Ohio:

<u>SECTION 1.</u> This Council hereby determines and declares that it is necessary to construct sidewalks on the south side of Suffolk Rd. from Andover Rd. to Northwest Blvd., as shown on the plans and specifications on file in the City Clerk's Office, to be paid by special assessment on the following properties that abut the portion of the south side of Suffolk Rd. from Andover Rd. to Northwest Blvd.:

Property Address	Parcel ID No.
1871 Suffolk Rd.	070-002461
1863 Suffolk Rd.	070-002462
1855 Suffolk Rd.	070-002463
1847 Suffolk Rd.	070-002464
1841 Suffolk Rd.	070-002465
1835 Suffolk Rd.	070-002466
1821 Suffolk Rd.	070-002467

<u>SECTION 2.</u> The improvement shall be constructed in accordance with the plans and specifications on file in the City Clerk's Office, which are hereby approved, subject to changes as permitted by Ch. 727 of the Ohio Revised Code.

<u>SECTION 3.</u> The estimated cost of the labor and material costs for the improvement and the known incidental costs directly connected with the improvement is $49,760.00, or approximately $95.33 per foot of frontage.

<u>SECTION 4.</u> The actual cost of the improvement, including all items set out in Section 727.08 of the Ohio Revised Code, shall be paid entirely by special assessment, with the exception of any amount the City is statutorily required to pay pursuant to Section 727.05 of the Ohio Revised Code.

<u>SECTION 5.</u> The method of levying the special assessment shall be by the front foot of the property bounding and abutting the improvement, and the City has or will issue securities in anticipation of the levy of the special assessment or in anticipation of the collection of the special assessment.

<u>SECTION 6.</u> The property owners may elect to pay the special assessment in one lump sum when billed by the City once construction is completed, or in ten annual installments with interest at the same rate of interest as any securities to be issued in anticipation of the levy of the special assessment or the collection of the special assessment.

<u>SECTION 7.</u> The City Engineer is hereby directed to prepare an estimated assessment based on the estimated cost in the above Section 3, for labor and materials, and the known incidental costs directly connected with the improvement and in accordance with the method of assessment set forth above in Section 5, showing the amount of the assessment against each lot or parcel of land to be assessed, and to file same in the City Clerk's Office.

<u>SECTION 8.</u> The City Clerk is directed to provide notice of the adoption of this resolution and of the City Engineer's filing of the estimated assessment, to be served on the owners of all properties to be assessed, as provided by Section 727.13 of the Ohio Revised Code.

SECTION 9. The City Manager, City Attorney, Finance Director, and City Engineer are hereby authorized to take any and all necessary actions to comply with the procedural requirements of Ch. 727 of the Ohio Revised Code.

SECTION 10. This resolution shall take effect immediately upon passage.

PASSED: March 20, 2023

President of Council

ATTEST:

City Clerk

I, Krystal Gonchar, City Clerk of Upper Arlington, Ohio, do hereby certify that the above is a true and correct copy.

City Clerk

CERTIFICATE OF POSTING

I, Krystal Gonchar, City Clerk of the City of Upper Arlington, Ohio, do hereby certify that publication of the foregoing was made by posting a true copy at the most public place in said corporation, for a period of ten (10) days commencing passage.

City Clerk

Vote Slip

Voting Aye: **Adams, Awakessien Jeter, Close, Kulewicz, Lynch, King**
Voting Nay:

Abstain:
Absent: **Burriss**

Other Review: March 6, 2023

3600 Tremont Road | Upper Arlington, OH 43221
614-583-5000 | **upperarlingtonoh.gov**

Authors:	Gary D. Wilfong, PE, Public Service Director Carla Odebralski, PE, City Engineer
Council Meeting Date:	March 6, 2023
Subject/Legislative Item:	Suffolk Road from Andover Road to Northwest Boulevard Sidewalk Petition – Resolution of Necessity
Purpose**:**	To promote walkability and pedestrian transportation networks.
Executive Summary:	This is a request for Council pass a Resolution of Necessity for the sidewalk petition on the south side of Suffolk Road from Andover Road to Northwest Boulevard.

Purpose and Impact

A petition for sidewalks on the south side of Suffolk Road from Andover Road to Northwest Boulevard was accepted by Council on December 12, 2022. ORC 727 requires the City to pass a Resolution of Necessity that approves the plans and specifications for the improvement and sets forth the estimated assessment amount and payment schedules.

History

Residents on Suffolk Road reached out to the Engineering Division requesting the installation of sidewalk on the south side of Suffolk Road from Andover Road to Northwest Boulevard. This block of Suffolk Road is currently slated for Street Reconstruction in 2023.

On November 29th, 2022, a Petition was submitted (pursuant to Ohio Revised Code Sections 727.06, et seq) by residents requesting that sidewalks be installed along the south side of Suffolk Road from Andover Road to Northwest Boulevard, with attending costs being assessed to all seven (7) of the eligible properties. A copy of this petition is provided for your reference. The petition form was prepared by the Engineering Division at the request of and as a courtesy to the residents.

On December 12, 2022, Council accepted the petition and directed the Engineering Division to prepare plans, specifications, and cost estimates for the improvements. The documents were filed with the City Clerk's Office on January 17, 2023.

ORC 727 requires the City pass a Resolution of Necessity that approves the plans and specifications for the improvements and sets forth the estimated assessment amount and the payment schedules. Since the petition includes 62.5% of the property owners, Council will need a simple majority to approve a

Resolution of Necessity for a Resident-Initiated Assessment Process. Additionally, since the petition has over 60% support, the City will contribute 50% towards the total cost in accordance with the City Council Sidewalk Incentive Policy passed on November 25th, 2019 (attached). The construction estimate is $49,760.00, therefore estimating the City contribution at $24,880.00. The City budgets $100,000.00 each year for sidewalk petition contributions.

The sidewalk improvement is planned to be bid as an add alternate to the 2023 Street Reconstruction Project. The Street Reconstruction Project will be bid out in March of 2023 with construction anticipated in the summer of 2023. By adding this sidewalk construction to a larger project, the residents should receive the best price available in the construction market at the time. By bidding it as an add alternate, should the price come in too high for the sidewalks or if Council chooses not to move forward with the sidewalks for another reason, Council has the ability to reject the sidewalk assessment portion but still move forward on the larger Street Reconstruction Project.

The assessment petition noted that the estimated cost of the sidewalk improvements was $100.00 per front foot. Based on the design plan quantities, the estimated cost for the sidewalk to be assessed is $95.33 per front foot, or $47.67 after the city contribution of 50% of the construction cost.

The assessment petition noted two payment options for the property owners: 1) one lump sum payment when billed by the City upon completion of construction; and, 2) a yearly fee determined by Council for a period of no more than 10 years at an interest rate of not less than the City's borrowing rate. If the property owner accepts the latter, the installment amount would be certified to the County Auditor and a special assessment would be added to the owner's property tax bill.

Alternatives

There are three actions that Council may take:

1. Pass the Resolution of Necessity for a Resident Initiated Assessment Process for the sidewalk portion of the overall project in accordance with the petition filed by residents and ORC 727;
2. Not pass the Resolution of Necessity; or,
3. Delay action. This action could lead to higher costs since it would likely not be bid out with the 2023 Street Reconstruction Project in the spring.

RECORD OF ORDINANCES

CITY OF UPPER ARLINGTON
STATE OF OHIO

ORDINANCE NO. 26-2023

TO PROCEED WITH THE INSTALLATION OF A SIDEWALK ON THE SOUTH SIDE OF SUFFOLK ROAD FROM ANDOVER ROAD TO NORTHWEST BOULEVARD TO BE PAID BY SPECIAL ASSESSMENT IN ACCORDANCE WITH RESOLUTION NO. 3-2023

WHEREAS, pursuant to a citizen's petition initiated by property owners on Suffolk Road, and the direction of Council on December 5, 2022, the City Engineer prepared plans and specifications for installation of a sidewalk on the south side of Suffolk Road from Andover Road to Northwest Boulevard; and

WHEREAS, the plans and specifications, along with an estimate of the cost of labor and materials for improvement, have been on file in the City Clerk's Office since January 17, 2023; and

WHEREAS, on March 20, 2023, after reviewing the plans, specifications and cost estimates, City Council adopted Resolution No. 3-2023 – Declaring it necessary to install sidewalks on the south side of Suffolk Road from Andover Road to Northwest Boulevard, to be paid by Special Assessment – which approved the plans, specifications, and cost estimate and set forth the method of levying the special assessment; and

WHEREAS, pursuant to Ohio Revised Code § 727.18, the City Clerk served notice of the adoption of Resolution No. 3-2023 and on March 21, 2023 the City Clerk served, via certified mail, notices of the Estimated Assessment upon the owners of properties directly affected by the sidewalk assessment portion of the project pursuant to ORC 727.13, The estimated cost for the sidewalk to be assessed was $95.33 per front foot with that being reduced to $47.67 per front foot after the city contribution of 50% of the construction cost pursuant to the City Council Sidewalk Incentive Policy passed on November 25th, 2019 (attached). Based on the design plan quantities, the estimated cost for the sidewalk to be assessed is $141.24 per front foot, or $70.62 after the city contribution of 50% of the construction cost. The higher cost is due to additional survey information that was collected during design that increased earth work needs and the increased concrete costs currently in the market; and

WHEREAS, the sidewalk improvement was bid as add Alternate C in the 2023 Street Reconstruction Project. By adding this sidewalk construction to a larger project, the residents should receive the best price available in the construction market at the time. By bidding it as an add alternate, should the price come in too high for the sidewalks or if Council chooses not to move forward with the sidewalks for another reason, Council has the ability to reject the sidewalk assessment portion but still move forward on the larger Street Reconstruction Project, and Pursuant to ORC 727.24, council will need to have majority approval to move forward since the bid for the sidewalk construction is over 15% of the estimate established in the resolution of necessity; and

WHEREAS, no owner of any lot or parcel to be assessed has filed an objection with the City Clerk within the time permitted by law and no owner of any lot or parcel has filed a damage claim with the City Clerk within the time permitted by law.

NOW, THEREFORE, BE IT ORDAINED by the Council of the City of Upper Arlington, Ohio:

SECTION 1. That it is the intention of this Council for the City Engineer to proceed with the installation of a sidewalk on the south side of Suffolk Rd. from Andover Rd. to Northwest Blvd. to be paid by special assessment in accordance with the provisions of Resolution No. 3-2023.

SECTION 2. In accordance with the City of Upper Arlington's Sidewalk Incentive Policy passed on November 25, 2019, the sidewalk petition on the south side of Suffolk Road from Andover Road to Northwest Boulevard, had over 60% support, and will result in the City contributing 50% toward the total cost of the sidewalk.

SECTION 3. That the total estimated cost of the public improvement is $73,719.35 or $141.24 per foot of front footage which does not take into account the City's contribution.

SECTION 4. This Council adopts the estimated assessment that was prepared by the City Engineer and filed with the City Clerk and provided the following assessment amounts for each listed parcel:

Property Address	Parcel ID No.	Front Footage	Assessment Amount
1871 Suffolk Rd.	070-002461	70	$9,887.00
1863 Suffolk Rd.	070-002462	63	$8,898.00
1855 Suffolk Rd.	070-002463	63	$8,898.00
1847 Suffolk Rd.	070-002464	63	$8,898.00
1841 Suffolk Rd.	070-002465	63	$8,898.00
1835 Suffolk Rd.	070-002466	63	$8,898.00
1821 Suffolk Rd.	070-002467	136.98	$19,347.00

SECTION 5. The entire actual cost of constructing the improvement, including all items set out in Ohio Revised Code § 727.08, will be paid by special assessment upon the properties listed in Section 4.

SECTION 6. That there were no claims for damages filed in accordance with Ohio Revised Code § 727.18 that need to be judicially inquired into before commencing with the installation of a sidewalk.

SECTION 7. In compliance with Ohio Revised Code § 319.61, the City Clerk is hereby directed to deliver a certified copy of this Ordinance to the Auditor of Franklin County, Ohio within fifteen (15) days after the date of adoption hereof.

SECTION 8. This Ordinance shall take effect at the earliest date allowed by law.

PASSED: April 17, 2023

President of Council

ATTEST:

Krystal Gonchar
City Clerk

I, Krystal Gonchar, City Clerk of Upper Arlington, Ohio, do hereby certify that the above is a true and correct copy.

Krystal Gonchar
City Clerk

CERTIFICATE OF POSTING

I, Krystal Gonchar, City Clerk of the City of Upper Arlington, Ohio, do hereby certify that publication of the foregoing was made by posting a true copy at the most public place in said corporation, for a period of ten (10) days commencing passage.

City Clerk

Vote Slip

Voting Aye: Unanimous
Voting Nay:

Abstain:
Absent:

Other Review: April 10, 2023

Authors: Gary D. Wilfong, PE, Public Service Director
Carla Odebralski, PE, City Engineer

Council Meeting Date: April 10, 2023

Subject/Legislative Item: Suffolk Road from Andover Road to Northwest Boulevard Sidewalk Petition – Ordinance to Proceed

Purpose**:** To promote walkability and pedestrian transportation networks.

Executive Summary: This is an ordinance authorizing the installation of sidewalk to proceed on the south side of Suffolk Road from Andover Road to Northwest Boulevard.

Purpose and Impact

A petition for sidewalks on the south side of Suffolk Road from Andover Road to Northwest Boulevard was accepted by Council on December 12, 2022. This ordinance authorizes the installation of sidewalk.

To provide residents the best price available in the construction market, this sidewalk was bid out with the 2023 Street Reconstruction Project (SRP) which showed favorable bids. The 2023 SRP, Tremont Road Library sidewalk, and Suffolk Road Sidewalk Improvements is before Council this evening as well. The cost for the installation of the sidewalks is slightly higher than the estimated assessment of $47.67 per front foot after the city contribution of 50%. The final cost is estimated to be **$70.62** per front foot after the city contribution of 50%, but the exact amount to be assessed will be determined based on unit costs at the completion of construction.

History

Residents on Suffolk Road reached out to the Engineering Division requesting the installation of sidewalk on the south side of Suffolk Road from Andover Road to Northwest Boulevard. This block of Suffolk Road is currently slated for Street Reconstruction in 2023.

On November 29th, 2022, a Petition was submitted (pursuant to Ohio Revised Code Sections 727.06, et seq) by residents requesting that sidewalks be installed along the south side of Suffolk Road from Andover Road to Northwest Boulevard, with attending costs being assessed to all seven (7) of the eligible properties. A copy of this petition is provided for your reference. The petition form was prepared by the Engineering Division at the request of and as a courtesy to the residents.

On December 12, 2022, Council accepted the petition and directed the Engineering Division to prepare plans, specifications, and cost estimates for the improvements. The documents were filed with the City Clerk's Office on January 17, 2023.

On March 13, 2023, City Council Passed a Resolution of Necessity (Resolution No. 3-2023, attached) that approved the plans and specifications for the improvements and set forth the estimated assessment amount and the payment schedule pursuant to ORC 727.12. The construction estimate was $49,760.00, therefore estimating the City contribution at $24,880.00.

On March 21, 2023 the City Clerk served, via certified mail, notices of the Estimated Assessment upon the owners of properties directly affected by the sidewalk assessment portion of the project pursuant to ORC 727.13. The estimated cost for the sidewalk to be assessed was $95.33 per front foot with that being reduced to $47.67 per front foot after the city contribution of 50% of the construction cost pursuant to the City Council Sidewalk Incentive Policy passed on November 25th, 2019 (attached). Based on the design plan quantities, the estimated cost for the sidewalk to be assessed is $141.24 per front foot, or $70.62 after the city contribution of 50% of the construction cost. The higher cost is due to additional survey information that was collected during design that increased earth work needs and the increased concrete costs currently in the market.

The sidewalk improvement was bid as add Alternate C in the 2023 Street Reconstruction Project. By adding this sidewalk construction to a larger project, the residents should receive the best price available in the construction market at the time. By bidding it as an add alternate, should the price come in too high for the sidewalks or if Council chooses not to move forward with the sidewalks for another reason, Council has the ability to reject the sidewalk assessment portion but still move forward on the larger Street Reconstruction Project.

Pursuant to ORC 727.24, council will need to have majority approval to move forward since the bid for the sidewalk construction is over 15% of the estimate established in the resolution of necessity.

The assessment petition noted two payment options for the property owners: 1) one lump sum payment when billed by the City upon completion of construction; and, 2) a yearly fee determined by Council for a period of no more than 10 years at an interest rate of not less than the City's borrowing rate. If the property owner accepts the latter, the installment amount would be certified to the County Auditor and a special assessment would be added to the owner's property tax bill.

Alternatives

There are three actions that Council may take:

1. Pass the Ordinance to Proceed for a Resident Initiated Assessment Process for the sidewalk portion of the overall project in accordance with the petition filed by residents and ORC 727;
2. Not pass the ordinance; or,
3. Delay action. This action could lead to higher costs if not awarded with the 2023 Street Reconstruction Project.

CITY COUNCIL SIDEWALK INCENTIVE POLICY[1]

The City of Upper Arlington Master Plan encourages improvements to the City's walkability and pedestrian transportation networks. As we heard from the Insight 2050 report, there is a need for more walkability within our communities. The City Council has supported this goal by adopting a Complete Streets policy on July 14, 2014; applying for and implementing Safe Routes to School grants for sidewalk installation; installing sidewalks during collector and arterial street reconstructions; accepting and, in some cases, contributing funding toward property-owner petitioned sidewalk installations; and implementing a sidewalk installation requirement for new commercial and residential buildings in the City.

Although these efforts have brought some progress toward making Upper Arlington a walkable community, there is more to be done. City Council created a Sidewalk Committee to explore options to improve the City's approach to sidewalk installation and walkability as well as a review of the current sidewalk installation requirements.

After thoughtful and thorough discussion, the Sidewalk Committee recommends the following policy for Council to help Upper Arlington take the next step on the path to walkability:

- The City will identify blocks that have sidewalks installed on one side of the street along at least sixty percent of frontage between intersecting streets. Existing City Code §901.04 states:

  > If during the course of the sidewalk inspection program, the city manager or designee finds a location in which sidewalks have been installed on one (1) side of a street along sixty percent (60%) or more of the frontage between intersecting streets, it shall be the duty of the city manager to report this location to council. It is hereby declared to be the intention and policy of council that sidewalks be installed the entire distance between intersecting streets when sixty percent (60%) or more of the frontage between said streets has been provided with sidewalks. Additional sidewalks needed to complete a continuous block between intersecting streets shall be installed by the abutting property owner, or at his/her expense unless otherwise directed by the city council.

  These areas are identified in the Sidewalk Gaps map.

- In the first year of this Policy, Council will appropriate $100,000.00 to incentivize sidewalk installation. This funding amount will be evaluated annually based on city funds available and demand.
- The City will provide fifty percent (50%) of sidewalk construction costs for property-owner sidewalk installation, subject to availability of funds, in the following situations:
  - Property-owner petitions for sidewalk installation with sixty percent (60%) or more support;
  - Property-owners subject to City Code §901.04 installation orders.

City Council may decide not proceed under this policy if funds are not available for appropriation to make the payments as required.

(Amend. of 11-25-2019)

Footnotes:

--- (**1**) ---

PASSED: November 25, 2019.

City Council Sidewalk Incentive Policy

The City of Upper Arlington Master Plan encourages improvements to the City's walkability and pedestrian transportation networks. As we heard from the Insight 2050 report, there is a need for more walkability within our communities. The City Council has supported this goal by adopting a Complete Streets policy on July 14, 2014; applying for and implementing Safe Routes to School grants for sidewalk installation; installing sidewalks during collector and arterial street reconstructions; accepting and, in some cases, contributing funding toward property-owner petitioned sidewalk installations; and implementing a sidewalk installation requirement for new commercial and residential buildings in the City.

Although these efforts have brought some progress toward making Upper Arlington a walkable community, there is more to be done. City Council created a Sidewalk Committee to explore options to improve the City's approach to sidewalk installation and walkability as well as a review of the current sidewalk installation requirements.

After thoughtful and thorough discussion, the Sidewalk Committee recommends the following policy for Council to help Upper Arlington take the next step on the path to walkability:

- The City will identify blocks that have sidewalks installed on one side of the street along at least sixty percent of frontage between intersecting streets. Existing City Code §901.04 states:

  > If during the course of the sidewalk inspection program, the city manager or designee finds a location in which sidewalks have been installed on one (1) side of a street along sixty percent (60%) or more of the frontage between intersecting streets, it shall be the duty of the city manager to report this location to council. It is hereby declared to be the intention and policy of council that sidewalks be installed the entire distance between intersecting streets when sixty percent (60%) or more of the frontage between said streets has been provided with sidewalks. Additional sidewalks needed to complete a continuous block between intersecting streets shall be installed by the abutting property owner, or at his/her expense unless otherwise directed by the city council.

  These areas are identified in the Sidewalk Gaps map.

- In the first year of this Policy, Council will appropriate $100,000.00 to incentivize sidewalk installation. This funding amount will be evaluated annually based on city funds available and demand.

  - The City will provide 50% of sidewalk construction costs for property-owner sidewalk installation, subject to availability of funds, in the following situations:

    - Property-owner petitions for sidewalk installation with 60% or more support;

    - Property-owners subject to City Code §901.04 installation orders.

City Council may decide not proceed under this policy if funds are not available for appropriation to make the payments as required.

ADOPTED: November 25, 2019

President of Council

ATTEST:

City Clerk

I, Ashley Ellrod, Clerk of Upper Arlington, Ohio, do hereby certify that the above is a true and correct copy.

City Clerk

CERTIFICATE OF POSTING

I, Ashley Ellrod, Clerk of the City of Upper Arlington, Ohio, do hereby certify that publication of the foregoing was made by posting a true copy of the Sidewalk Policy at the most public place in said corporation as determined by the Council, the Municipal Building, 3600 Tremont Road, for a period of ten (10) days commencing November 26, 2019.

City Clerk of the City of Upper Arlington

Vote Slip

Date Introduced:	**November 25, 2019**
Reading Date(s):	**November 25, 2019**
Voting Aye:	**Hoyle, King, Lynch, Ralph and Greenhill**
Voting Nay:	
Abstain:	
Absent:	**Casper, Close**
Date of Adoption:	**November 25, 2019**

City Council Conference Session/Other Review: November 18, 2019

Other:	**Effective Upon Adoption**

ORDINANCE NO. 31-2024

TO LEVY ASSESSMENTS FOR THE INSTALLATION OF SIDEWALKS ON SUFFOLK ROAD FROM ANDOVER ROAD TO NORTHWEST BOULEVARD

WHEREAS, on December 12, 2022, City Council initiated assessments for the installation of sidewalks along the south side of Suffolk Rd., from Andover Rd. to Northwest Blvd., and directed the City Engineer to prepare plans, specifications and a cost estimate for the improvements; and

WHEREAS, on March 13, 2023, City Council passed a Resolution of Necessity (Resolution No. 3-2023) for the installation of the sidewalk to be assessed at $95.33 per front foot; and

WHEREAS, on April 17, 2023, City Council adopted Ordinance No. 26-2023, authorizing the improvement to proceed; and

WHEREAS, pursuant to Ohio Revised Code Chapter 727, upon the completion of the installation, the City is required to pass an ordinance levying assessments to the residents for the cost of the installation; and

WHEREAS, the sidewalk was installed as part of the 2023 Street Reconstruction Project; and

WHEREAS, the actual cost of the sidewalks totaled $55,962.42, less the City portion of 50%, for a resident initiated petition with over 60% owner support amounts to $53.61 per linear foot; and

WHEREAS, pursuant to Ohio Revised Code § 727.18, the City Clerk served notice of the adoption of Resolution No. 3-2023 and the filing of the estimated assessment upon the owners of each lot or parcel to be assessed, in the manner provided by law; and

WHEREAS, the cost to be assessed to the property owners is reduced by the City contribution to the costs, in accordance with the City of Upper Arlington Sidewalk Initiative Policy for a resident-initiated petition with over 60% support.

NOW, THEREFORE, BE IT ORDAINED by the Council of the City of Upper Arlington, Ohio:

SECTION 1. The adjusted assessments for the installation of sidewalks as hereto reported to this Council as $53.61 per linear foot, as reduced by the City's contribution, and now on file in the City Clerk's Office for each of the seven lots on Suffolk Rd., from Andover Rd. to Northwest Blvd., in the City of Upper Arlington, Ohio, are adopted and confirmed.

SECTION 2. There be and hereby are levied and assessed upon the owners of lots and lands on Suffolk Rd. the amounts reported in said adjusted assessments as described below:

Property Address		Front Footage	Parcel No.	Lump Sum Billed to Owner	Full Assessment Amount-10yr (ORC 727.28)	Annual Installment
1871	Suffolk Rd.	70.00	070-002461	$ 3,752.70	$ 4,860.25	$ 486.03
1863	Suffolk Rd.	63.00	070-002462	$ 3,377.43	$ 4,373.93	$ 437.39
1855	Suffolk Rd.	63.00	070-002463	$ 3,377.43	$ 4,373.93	$ 437.39
1847	Suffolk Rd.	63.00	070-002464	$ 3,377.43	$ 4,373.93	$ 437.39
1841	Suffolk Rd.	63.00	070-002465	$ 3,377.43	$ 4,373.93	$ 437.39
1835	Suffolk Rd.	63.00	070-002466	$ 3,377.43	$ 4,373.93	$ 437.39
1821	Suffolk Rd.	136.98	070-002467	$ 7,343.50	$ 9,510.17	$ 951.02

SECTION 3. The adjusted assessments do not exceed any statutory or constitutional limitation.

SECTION 4. The total assessment against each lot and parcel of land shall be payable in cash to the Finance Director within thirty (30) days after the total assessment is billed by the City or, at the option of the property owner, assessed in ten (10) annual installments with interest at a rate substantially equivalent to the fair market rate that the City would have paid if it issued securities in anticipation of the collection of the special assessments.

SECTION 5. All assessments and installments that have not been paid at the expiration of the thirty-day period shall be certified by the Finance Director to the Franklin County Auditor to be placed on the tax duplicate and collected at the same time and in the same manner as other taxes are collected, as provided by law.

SECTION 6. The City Clerk is directed to cause notice of the passage of this ordinance as required by Ohio Revised Code § 727.26 and to keep a copy of this ordinance containing the adjusted assessments on file for at least as long as any of them remain unpaid.

SECTION 7. The City Clerk is directed to file a copy of this ordinance with the Franklin County Auditor within twenty days after its passage.

SECTION 8. It is found and determined that all formal actions of this Council, concerning and relating to the adoption of this ordinance were adopted in meetings open to the public and all legal requirements have been met pursuant to Ohio Revised Code Chapter 727.

SECTION 9. This ordinance shall take effect immediately upon passage.

Authors: Gary Wilfong, P.E., Public Service Director
Carla Odebralski, P.E., City Engineer

Council Meeting Date: April 15, 2024

Subject/Legislative Item: Ordinance No. 32-2024 - An ordinance authorizing the City Manager to enter into contract with Strawser Paving Company for the 2024 Street Reconstruction Project

Purpose: To maintain and improve the city's roadway system.

Executive Summary: Legislation authorizes the City Manager to enter into contract for construction related services for the 2024 Street Reconstruction Project.

Purpose and Impact
This is an ordinance authorizing the City Manager to enter into contract with Strawser Paving Company in the amount of $1,624,330.53 for the 2024 Street Reconstruction Project (SRP).

On Wednesday, March 13, 2024, the City received bids from two (2) contractors: Strawser Paving Company and Decker Construction Company. The results of the actual bids without contingencies are summarized below:

	Base Bid	Base with RAP (Alternate B)	Base Bid + Alternate A	Base Bid + Alternate A + Alternate B (RAP)
Strawser	**$1,478,473.12**	**$1,476,664.12**	**$1,831,743.77**	**$1,829,934.77**
Decker	$1,496,867.81	$1,497,663.77	$1,851,527.24	$1,850,548.76
Engineer's Estimate	$1,453,727.25	$1,453,727.25	$1,792,414.05	$1,792,414.05
Budget	$1,695,000.00	$1,695,000.00	$1,695,000.00	$1,695,000.00

Strawser Paving Company had the lowest and best base bid of $1,478,473.12.

The base bid includes typical virgin asphalt material. Alternate Bid B substitutes the virgin asphalt material with recycled asphalt pavement (RAP). Alternate Bid A is for Carriage Hill

Lane to be reconstructed. Carriage Hill Lane was selected as the add alternate street due to the street condition rating being the highest of the streets included in the 2024 Reconstruction Program. Staff recommends awarding Strawser Paving Company the Base Bid and Alternate B (Recycled Asphalt Pavement) for a total contract amount of $1,624,330.53, which includes the 10% contingency, as it is lowest, best, and under the budget of $1,695,000.00 (Bonded Improvement Fund).

Alternate A includes the addition of another street to the program, Carriage Hill Lane. This is not included in the recommendation, as it would increase the project over our budgeted amount.

SRP construction includes: full depth base pavement reclamation with new pavement, curb and gutter, drive aprons and the restoration of any affected lawn areas. Full depth base pavement reclamation (also known as cement stabilization) means that the road will be replaced approximately 16-inches deep with the bottom 12-inches reusing existing road base material mixed with cement, then 4-inches of asphalt. The SRP streets and limits are summarized below.

Street	**From**	**To**
Brittany Ln.	Marlyn Dr.	Cul-de-sac
*Carriage Hill Ln.	Windham Rd.	Longeaton Dr.
Chartwell Rd.	Haymarket Ct.	Stonehaven Dr.
Hartsook Ln.	Patricia Dr.	Lyon Dr.
Kingston Ct.	Chartwell Rd.	Cul-de-sac
Lynnhaven Dr.	Somerford Rd.	Millwood Dr.
Millwood Dr.	Somerford Rd.	Ardleigh Rd.
Sandringham Dr	Longeaton Dr	Cul-de-sac
Vassar Pl.	Lane Ave.	College Hill Dr.

*Alternate A - Designated in our 10-Year CIP

History

The Street Reconstruction Program is an annual Capital Improvement Project that consists of full depth base pavement reclamation with new pavement, curb and gutter, drive aprons and the restoration of any affected lawn areas. The City determines which streets receive maintenance based on physical inspections of the roadway. Every two (2) years, each block of every street in Upper Arlington is physically inspected and evaluated by members of the Public Service Department with experience in such evaluations. Four (4) elements of the roadway are evaluated and scored on a rating scale of 0 to 5, with 5 being the worst condition:

1. Pavement Cracking
2. Curb/Gutter Deterioration
3. Crack Sealing
4. Pavement Defects (i.e. potholes, upheavals, raveling, etc.)

A weighted average of the scores is calculated and input into an equation that generates the Pavement Condition Rating (PCR) and Curb Condition Rating (CCR) value. Street pavement condition ratings are scored from 0 to 100, with 100 being the best condition. Curbs are rated from 0 to 5, with 5 being the worst condition. Street segments with Curb/Gutter Deterioration, Pavement Defects, or Pavement Cracking that scored a "5" in the evaluation process are reviewed as candidates for full depth reconstruction projects. All others are reviewed as candidates for the pavement maintenance program.

The current Pavement and Curb Conditions Ratings can be viewed in the City Application found **here**.

This project is part of the 2024 Capital Improvement Program (CIP). All projects in the CIP include bid documents requiring the contractor to report MBE/DBE (Minor Business Enterprise/Disadvantaged Business Enterprise) used on the project, which will be tracked by Engineering. More information on the overall **2024 CIP** can be found on the city's GIS system.

Recycled asphalt pavement materials reduce the environmental footprint of infrastructure, typically with slightly higher costs over traditional asphalt, but in this case there is only a minor additional cost to utilize RAP. To date, the city's pilot test of a side by side comparison on Mountview Road in 2019 does not show any differences in terms of quality or performance. Material testing is required to ensure compliance with road specifications, including volumetric, aggregate gradation, binder volume, and binder/asphalt mixture performance grading. Up to 70% Recycled Asphalt Product (RAP) is permitted and will be tested to ensure these specifications are met. Due to the city's commitment to sustainability, it is recommended to award the alternative bid that includes the recycled asphalt pavement.

Alternatives

As an alternative, the city can choose not to authorize the City Manager to enter into contract with Strawser Paving Company for this project. This will delay construction on streets with the greatest need for replacement.

The Alternate A bid for the reconstruction of Carriage Hill Lane is not recommended for award because this would put the project over budget by approximately $300,000. Council could direct staff to award Alternate A with Alternate B RAP material which would put the total cost at $2,012,928.25. Strawser Paving Company would be awarded the contract. An ordinance to appropriate money from the bonded improvement fund would also need to be included.

Attachments

1.	Ordinance No. 32-2024

RECORD OF ORDINANCES
CITY OF UPPER ARLINGTON
STATE OF OHIO

ORDINANCE NO. 32-2024

TO AUTHORIZE THE CITY MANAGER TO ENTER INTO CONTRACT WITH STRAWSER PAVING COMPANY FOR THE 2024 STREET RECONSTRUCTION PROJECT

WHEREAS, the 2024 Street Reconstruction Project (SRP) consists of full depth base pavement reclamation with new pavement, curb and gutter, drive aprons, and the restoration of any affected lawn areas; and

WHEREAS, on March 13, 2024, the City received bids for the project from two contractors with a base bid and alternates, which included a substitute for recycled asphalt pavement (RAP) and the reconstruction of an additional street as detailed below; and

	Base Bid	Base Bid & Alternate A	Base Bid & Alternate B (RAP)	Base Bid & Alternate A + Alternate B (RAP)
Strawser	**$1,478,473.12**	**$1,831,743.77**	**$1,476,664.12**	**$1,829,934.77**
Decker	$1,496,867.81	$1,851,527.24	$1,497,663.77	$1,850,548.76
Engineer's Estimate	$1,453,727.25	$1,792,414.05	$1,453,727.25	$1,792,414.05
Budget	$1,695,000.00	$1,695,000.00	$1,695,000.00	$1,695,000.00

WHEREAS, Strawser Paving Company had the lowest and best bid of $1,478,473.12 for their base bid, which includes virgin asphalt material and $1,624,330.53 for Alternate B bid, which includes RAP and a 10-percent contingency; and

WHEREAS, it is not recommended to award the base bid and Alternate A due to the amount being over budget by approximately $300,000.00; and

WHEREAS, it is therefore recommended that the City Manager be authorized to enter into contract for construction services with Strawser Paving Company for the base bid and Alternate B and to include a 10% contingency, for the 2024 Street Reconstruction Project.

NOW, THEREFORE, BE IT ORDAINED by the Council of the City of Upper Arlington, Ohio:

SECTION 1. The City Manager is hereby authorized to enter into contract with Strawser Paving Company for the amount of $1,624,330.53, awarding the base bid and Alternate B, which includes a 10-percent contingency, for the 2024 Street Reconstruction Project.

SECTION 2. The City Manager, Finance Director, and the City Attorney are hereby authorized to take all actions, including the execution of all documents or amendments necessary to enter into, implement, and administer the contract, that is not substantially inconsistent with this ordinance.

SECTION 3. This ordinance shall take effect immediately upon passage.

Authors:	Steven Schoeny, City Manager
Council Meeting Date:	April 15, 2024
Subject/Legislative Item:	Ordinance No. 33-2024 - An ordinance authorizing a contract extension with Montrose Group, LLC for Economic Development Services
Purpose:	To provide economic development consulting services through December 31, 2024
Executive Summary:	Authorizes the City Manager to extend the existing contract with Montrose Group, LLC (Montrose) through December 31, 2024.

Purpose and Impact

This authorization would extend the existing contract with Montrose through the end of 2024. The existing contract ends at the end of April, so this extension would be for 8 additional months at a total cost of $52,000 ($6,500/month). Montrose will continue to provide economic development advisory services as outlined in the original scope of work. During that time, staff will finalize plans to modify the economic development director position to one that better fits the needs of the City as part of the 2025 budget process.

History

In early 2023, the City's economic development director resigned. Rather than immediately replace that role with a full-time, permanent employee, the City issued an RFP for firms to provide economic development services. Montrose was selected following that process and entered into contract with the City on April 24, 2023. The scope of work for the original contract is attached. The contract was modified in December 2023 to include services related to the CoStar real estate database.

Alternatives

If the City does not extend the contract with Montrose, all economic development functions will need to be absorbed by the City Manager's office. This would lead to either degraded services for Upper Arlington employers and commercial property owners, or a reduction in services to other City stakeholders as other staff in the City Manager's office are shifted to handling economic development fuctions.

Attachments

1.	Addendum 2
2.	Ordinance No. 33-2024

AMENDMENT NUMBER TWO (2) TO THE APRIL 24, 2023 AGREEMENT

BETWEEN

THE CITY OF UPPER ARLINGTON, OHIO AND

MONTROSE GROUP, LLC
(Contractor)

FOR

ECONOMIC DEVELOPMENT CONSULTING
(Service Provided / RFP / Project Title)

The City of Upper Arlington, Ohio ("City"), and Montrose Group, LLC ("Contractor") entered into an agreement on April 24, 2023 for Economic Development Consulting in the amount of 72,000.00. An Addendum was signed on December 1, 2023 increasing the contract to $77,160.00.
This Addendum 2 will cover the following:

1. The contract will be extended through December 31, 2024.
2. Montrose will be compensated $6,500 per moth for May through December. The extension will not exceed $52,000.00.

The not-to-exceed cost of the contract will need to be increased to account for the agreed compensation to be paid under Exhibit A. Accordingly, the parties hereby agree to amend the contract amount to add an additional $52,000.00 for a new not to-exceed amount of $129,160.00.

All other terms and conditions of the April 24, 2023 contract shall remain in force and are unchanged by this amendment.

MONTROSE GROUP, LLC
[Contractor]

By: ___________________________________
Date
100 East Broad Street, Suite 2320
Columbus, OH 43215

Tax ID No.: 26-4212515

CITY OF UPPER ARLINGTON, OHIO

By: ___________________________________
City Manager Date
3600 Tremont Rd.
Upper Arlington, OH 43221

APPROVED AS TO FORM:

____
City Attorney Date

Exhibit A

Scope of Work

March 13, 2023

Steve Schoeny
City Manager
City of Upper Arlington
3600 Tremont Rd.
Upper Arlington, OH 43221

Dear Steve:

At your request, The Montrose Group, LLC ("Montrose") is pleased to present the City of Upper Arlington ("Upper Arlington" or the "City") with a professional services agreement for economic development and public policy consulting services ("this Agreement"). Montrose looks forward to working with you and will do our best to provide quality consulting services in a responsive, efficient manner. Fundamental to a sound relationship is a clear understanding of the terms and conditions upon which we will be providing consulting services. Accordingly, the purpose of this letter is to clarify and confirm these terms and conditions.

Scope of Work. The City of Upper Arlington is a forward-looking, business friendly community. It is renowned for its central location, educated workforce, centrally located within the Columbus region, an active business community, a range of housing options in beautiful neighborhoods, high performing schools, amenity-rich commercial districts, and services that are second to none. Founded in 1918, and just under 10 square miles in size, Upper Arlington is called home by more than 36,000 residents.

Upper Arlington's proactive economic development efforts are supported by a robust Economic Development Blueprint, modern zoning and development guidelines, and a streamlined development approval process. This has helped to grow a strong and diverse business base, welcoming new companies and helping those already here to grow and evolve. Upper Arlington's unique housing stock and amenities have also made the community very attractive for work from home professionals. The community has 5 distinct commercial areas including Kingsdale, the Mallway, Lane Avenue, Riverside Drive, and Henderson Road that are primarily comprised of office, commercial, healthcare, and retail businesses.

Montrose will provide the City of Upper Arlington with ongoing economic development advisory consulting services that include:

1. **Upper Arlington Business Retention & Expansion Support.** 80% of all new jobs and capital investment come from existing companies. A Business Retention & Expansion program (BRE) is the foundation for all successful local economic development programs. Montrose proposes to implement an Upper Arlington BR&E program by:
   - Partnering with Upper Arlington to develop a targeted list of companies including a largest employers list, companies experiencing market growth, hiring trends, and state or regional industry sector and strategic cluster targeting. BRE target companies are companies that:
     - Match community assets or competitive advantages.
     - Match the community's development goals.
     - Could operate from another community altogether (relocation is easy).

  - Export products or services from the community.
  - Have potential to expand or diversify local economy.
- Coordinating with Upper Arlington officials, and workforce development partners to plan visits and develop outcomes for existing industries to succeed.
- Meeting with local company executives to gather input on the issues they face and addressing their issues to help these companies grow in the region. This includes facilitating conversations with decision makers to aid a company's issues related to access to capital, addressing regulatory issues, better transportation access, and other business and policy issues. Montrose will develop a targeted list of companies to visit on a quarterly basis.
- Providing follow-up assistance to solve company challenges. Be it regulatory, incentives, workforce or utilities, companies face challenges that economic development professionals, elected officials, and their partners can address. BRE visits will be followed by calls, emails, and other communication to ensure that challenges identified in those meetings are addressed and fixed at the local, regional, and state level. The Upper Arlington BRE program will only be successful with follow-through with companies to address their challenges.
- Utilize BRE software and surveys to gather and track data and trends from local companies.

2. **Business Attraction Marketing Strategy.** Upper Arlington is a largely "built-out" city with limited opportunities for new development, but redevelopment projects on Lane Ave, Riverside Dr, at Kingsdale, Mallway and Henderson Rd provides an opportunity to attract new businesses into Upper Arlington. Montrose will develop a targeted business attraction strategy to leverage these key redevelopment sites throughout the city. Montrose will work with Upper Arlington officials, and the developers of those sites to promote the community and the sites through marketing to companies that are in the region and looking to expand and relocate, or those that are likely to locate in the community due to their link to the region. A site development marketing and outreach plan defines key characteristics and assets of the sites and neighborhoods/corridors to be marketed, identifies prospect companies, and connects with these prospective companies through a variety of mediums. Montrose will focus on three key best practices that will help Upper Arlington reach its target audience that include:
   a. Working with developers to build out marketing content of the Upper Arlington sites to include key property features, the location of the property and its proximity to major transportation assets such as highways, and the current and potential configurations of the building so a prospect can see themselves at the site.
   b. Develop an outreach campaign to expand marketing efforts beyond the targeted industry sector companies to audiences that include real estate brokers, and site selection consultants.
   c. Utilize local, regional, and state partnerships to market properties using the collateral materials created, including One Columbus and JobsOhio.
   d. Advocate for targeted state and federal government funding for those redevelopment projects and development priorities in Upper Arlington including JobsOhio, Ohio Department of Development, state capital budget community project and federal budget earmark funding.

3. **Small & MBE Business Support.** Small and MBE businesses are integral parts of local economies and generate broad-based prosperity. The more support small and MBE businesses receive, the greater their capacity to create a thriving local business community. Montrose will ensure Upper Arlington's BRE program identifies existing businesses certified by the state of Ohio as an MBE, visits to existing small and MBE businesses to determine what resources are needed to keep these businesses competitive. Montrose will also work with minority-focused and small business groups to promote opportunities for small and MBEs in Upper Arlington, will include regional and state partners that house technical and financial resources that could support small and MBE business growth in the community, will invite Upper Arlington MBEs to a statewide Minority Business Bootcamp hosted by Montrose, and will work with City leadership to identify how small and MBE business support aligns with the Blueprint DE&I recommendations.

4. **Support Upper Arlington Blueprint 2022 Implementation.** Montrose will provide economic development advice to support implementation of the Upper Arlington Economic Development Blueprint priorities which include operation of a business retention and expansion program, workforce development programs, site development programs and placemaking strategies geared toward improving the quality of life for the residents of Upper Arlington. Within the Upper Arlington Blueprint 2022 plan, Montrose will work with City leadership to specifically develop approaches to undertake an incentives benchmarking analysis, development and redevelopment areas of opportunity, entrepreneurial, small business, and MBE support, targeted developer outreach, and any other priorities identified by the City and Montrose team.

5. **Upper Arlington Economic Development Meeting Participation.** Montrose proposes to supplement the operation of Upper Arlington's economic development program by being a trusted advisor to City and their Community Improvement Corporation leadership with the end goal of improving the quality of life of the residents of Upper Arlington, retaining and attracting more high-wage jobs, enhancing small and MBE business resources and opportunities, building critical partnerships with area economic development initiatives, local government and educational stakeholders, and support the operation of Upper Arlington economic development programs often authorized and potentially funded by state of Ohio economic development incentive programs. Montrose will attend and lead CIC meetings as directed by City administration and CIC leadership and support operations of the CIC. Montrose will provide regular briefings and conversations with Upper Arlington economic development staff to support the City's economic development program. Montrose will work with City administration and its legal team on development agreements and legislation that are derived from economic development projects. Montrose will provide economic development project support and advice to City administration, City Council, and the CIC. Montrose will provide an analysis of the terms and conditions and fiscal impact of proposed economic development incentives, including tax abatements and tax credits to City administration and City Council. This analysis will include a return-on-investment analysis that will ensure that the City of Upper Arlington receives a positive return from economic development incentives including tax abatements and tax credits.

Professional Undertaking. Nate Green. Partner and Managing Director of Economic Development. Jamie Beier Grant. Director of Economic Development Planning. and Harrison Crume. Economic Development Manager will have primary responsibility for this project. Other professionals may be added to the assignment. As Montrose is a consulting firm. this representation will not include any legal services. We understand that our representation will be of the City as an entity. and not of its individual members. managers. or officers. We will look solely to you for instructions regarding both the consulting services to be performed. as well as the resolution of any issues that may arise in the course of such services.

Confidentiality. Montrose acknowledges that all Work Product. including. developed ideas. concepts. know-how. knowledge. techniques. tools. approaches. and methodologies which may be reflected in any presentations. reports. or other deliverables. provided by Montrose in connection with this agreement. including all work-in-progress are confidential and proprietary to the City and may be disclosed only with the express permission of the City. Montrose agrees that all information of the City received by Montrose during or through Montrose's performance under this agreement shall be considered the confidential information of the City. The obligations of Montrose under this section shall survive the termination of this Agreement.

Economic Development Consulting Fees. The City shall pay Montrose a monthly fee of $6.000.00 to provide economic development and public policy consulting services under the terms and conditions set forth herein ("Retainer Fee"). Montrose is not entitled to. and shall not be paid. any additional costs or expenses under this Agreement. other than the Retainer Fee. for services performed under this Agreement. This term of this Agreement shall begin on the date executed below and end one year later. unless terminated earlier by the City. The City may terminate this Agreement at any time. for any reason or no reason at all. upon 30-days' written notice to Montrose. Montrose shall send the City an invoice. which details the work that Montrose performed the previous month. who from Montrose performed the work. and when the work was performed. by the 10th of each month.

Compliance with Laws. Montrose shall comply with and be bound by all applicable laws and regulations. including but not limited to laws and regulations relating to the payment of commissions. ethical business conduct and anti-corruption. Montrose hereby represents and warrants that neither it nor any of its employees nor anyone else acting on its behalf has made. nor will they make. directly or indirectly. any payment. loan or gift (or any offer. promise or authorization of any such payment. loan or gift) of any money or anything of value to or for the use of any private businessmen. commercial organization or foreign officials.

General. This agreement supersedes all prior oral and written communications between the City and Montrose and may be amended. modified or changed only in writing when signed by both parties. No term of this agreement will be deemed waived. and no breach of this agreement excused. unless the waiver or consent is in writing signed by the party granting such waiver or consent. Both parties each acknowledge that it may correspond or convey documentation via Internet e-mail and that neither party has control over the performance. reliability. availability. or security of Internet e-mail. Therefore. neither party will be liable for any loss. damage. expense. harm or inconvenience resulting from the loss. delay. interception. corruption. or alteration of any Internet e-mail due to any reason beyond reasonable control. This agreement shall be governed by and construed in accordance with the laws of the State of Ohio without giving effect to conflict of law rules. If any portion of this agreement is found invalid. such finding shall not affect the enforceability of the remainder hereof, and such portion shall be revised to reflect the parties' mutual intention. This agreement shall not provide third parties with any remedy, cause, liability, reimbursement, claim of action or other right in law or in equity for any matter governed by or subject to the provisions of this agreement.

Conclusion. We are pleased to have the opportunity to provide consulting services to the City of Upper Arlington. We request that you review this letter carefully and, if they comport with your understanding of our respective responsibilities, please let us know.

Very truly yours,

David J. Robinson, Principal
Montrose Group, LLC

I hereby agree to the terms and conditions of this agreement on behalf of the City of Upper Arlington and agree to the fee:

______________________________________ __________________

Steve Schoeny — Date
City Manager

RECORD OF ORDINANCES

CITY OF UPPER ARLINGTON
STATE OF OHIO

ORDINANCE NO. 33-2024

TO AUTHORIZE THE CITY MANAGER TO ENTER INTO A CONTRACT EXTENSION WITH THE MONTROSE GROUP FOR ECONOMIC DEVELOPMENT CONSULTING SERVICES

WHEREAS, on April 17, 2023, this Council adopted Ordinance No. 22-2023 authorizing the City Manager to enter into contract with The Montrose Group for economic development consulting services; and

WHEREAS, the annual cost in the original contract was $72,000.00, with an expiration date of April 24, 2024; and

WHEREAS, the original contract was modified in December 2023 to include services related to the CoStar real estate database; and

WHEREAS, this contract extension will allow The Montrose Group to continue providing economic development consulting services as outlined in the original scope of work while Staff finalize plans to modify the Economic Development Director position to better fit the needs of the City; and

WHEREAS, the current contract will be extended for an additional eight months, through December 2024, for an amount not to exceed $52,000.00.

NOW, THEREFORE, BE IT ORDAINED by the Council of the City of Upper Arlington, Ohio:

SECTION 1. The City Manager is hereby authorized to enter into a contract extension with The Montrose Group through December 31, 2024, for an amount not to exceed $52,000.00, for economic development consulting services.

SECTION 2. The City Manager, Finance Director, and the City Attorney are hereby authorized to take all actions, including the execution of all documents or amendments necessary to enter into, implement, and administer the contract, that are not substantially inconsistent with this ordinance.

SECTION 3. This ordinance shall take effect immediately upon passage.