

# ***2023 Public Properties Maintenance (PPM) Division Annual Report***

The City of Wooster PPM Division consists of 23 full time employees and eight seasonal employees.

**Manager:** Curt Denning

**Supervisors:** Joe Avila, Jim Houser, Andy Pea

**Office Specialist:** Ashley Few

**Maintenance Worker III:** Randy Johnson

**Maintenance Worker II:** Patrick Jones, Kyle Miller, Chris Richardson

**Maintenance Worker I:** Cam Carpenter, Ben Oakes, Bob Parsons, Conner Schlauch, Nick Troyer

**Electrical/Traffic Signal Technician II:** Jerry Martin, Jason Kowalczyk

**Electrical/Traffic Signal Technician I:** Brooke Christie, Steve White

**Arborist II:** Dan Yarnell

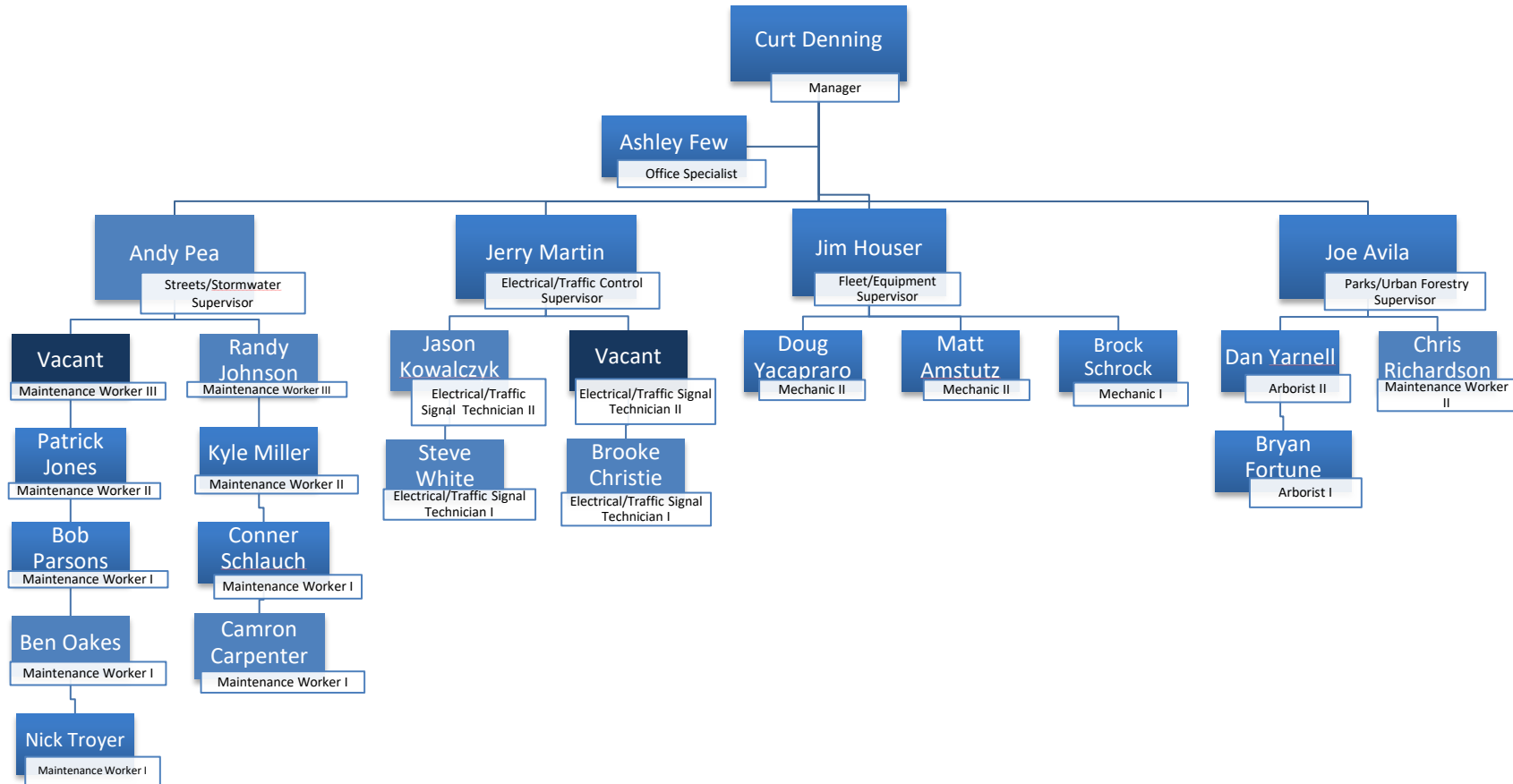
**Arborist I:** Bryan Fortune

**Mechanic II:** Matt Amstutz, Doug Yacapraro

**Mechanic I:** Brock Schrock



# PPM Staff



# ***Executive Summary***

## ***2023 In Review***

### ***Public Properties Maintenance Division***

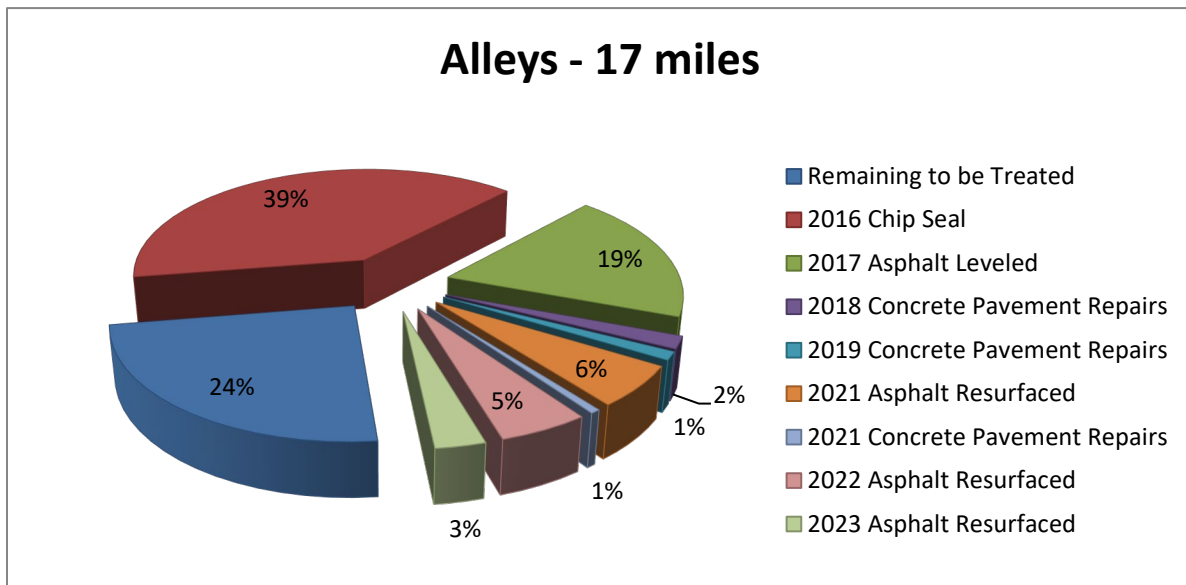
#### ***PPM OVERVIEW***

In 2023, the PPM Division was responsible for the maintenance of the following; Street Maintenance, Storm Water Drainage System, Parks, Urban Forestry, Public Properties, Traffic Signals, Signage, Pavement Markings, Electrical, and Fleet and Vehicle Maintenance. At PPM, our focus is to serve the citizens of the City of Wooster by providing: streets that are well maintained and safe for travel, parks to enjoy a picnic, get fit, have fun, play sports, or just relax, and shade trees that are esthetically beautiful or all to admire. Providing these services at the highest level will preserve the quality of life all have come to appreciate residing in Wooster. All this work is performed by a dedicated and hard-working staff of 23 employees with 2 unfilled positions. We are extremely proud of all that we've accomplished this year. PPM will continue to improve on all facets of our Division and is striving to make Wooster a place the citizens are proud to call home.

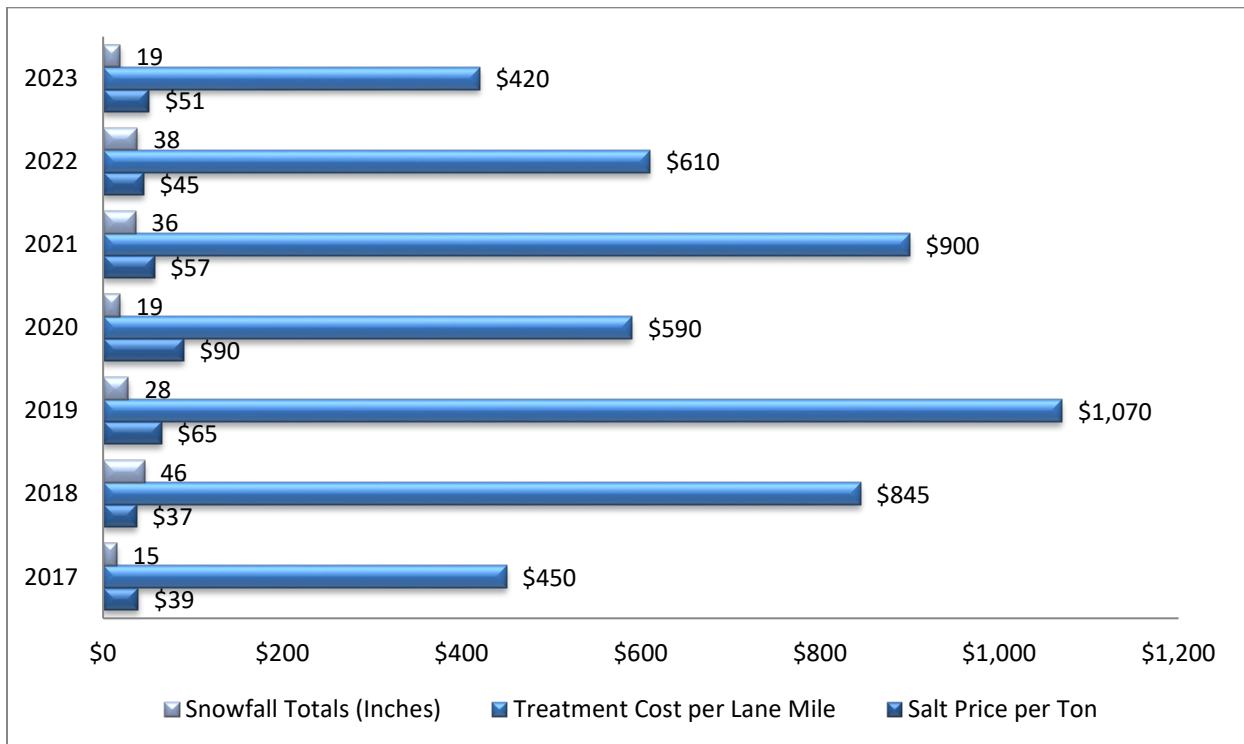
#### **STREET MAINTENANCE, SNOW/ICE CONTROL, STORM WATER DRAINAGE, LEAF COLLECTION:**

Throughout the year, PPM is charged with the maintenance and repair of all of the city's streets, highways, and alleys. The majority of the time this work is performed by eight staff members plus a supervisor. Snow/Ice Control is very important to our operations, so keeping the roadways safe for travel is taken very seriously and can be taxing to our workforce, especially storms that come back-to-back. Maintaining the Storm Water Drainage System keeps our staff very busy throughout the year and it is crucial to have a properly operating system during the heavy rain seasons. When leaves begin to fall, each year our City crews can plan on spending at least ten weeks completing the operations.

**STREET MAINTENANCE:** With 380 lane miles of roadway to maintain, approximately 675 potholes were filled with our Dura-Patch machine, and 25 tons of HPM asphalt (cold mix), which was applied by the City maintenance crews. PPM replaced approximately 600 square yards of deteriorated concrete on many streets throughout the City. Preventative maintenance is very important to preserving the conditions of our roadways with nearly 4.8 lane miles of improved and unimproved (no curbs) residential streets being resurfaced, including nearly 0.5 miles of alleys in the downtown corridor. Also, as part of our preventative maintenance, crack sealing of control joints in the concrete pavement and longitudinal/traverse cracks in the asphalt pavements is essential prolonging the pavement life for many years. In 2023, over 30 miles of cracks were filled on nearly 16 centerline miles of asphalt and concrete roadways throughout the City, the majority of this work was performed under contract.



**SNOW/ICE CONTROL:** In 2023, our crews treated the roadways throughout the City on 17 occasions with snowfall totals of approximately 19.5 inches for the winter season. PPM dedicated over 480 man-hours to clearing our streets of snow and ice. Clearing snow and ice off nearly 380 lane miles inside the corporation limit for each round of routes takes on average twelve hours once the snow stops. PPM applied just over 2300 tons of rock salt throughout the winter season. With salt prices at \$51.14/ton, a total of nearly \$118,000 was spent on salt alone. The cost treat the roadways per inch of snow was \$7,025.



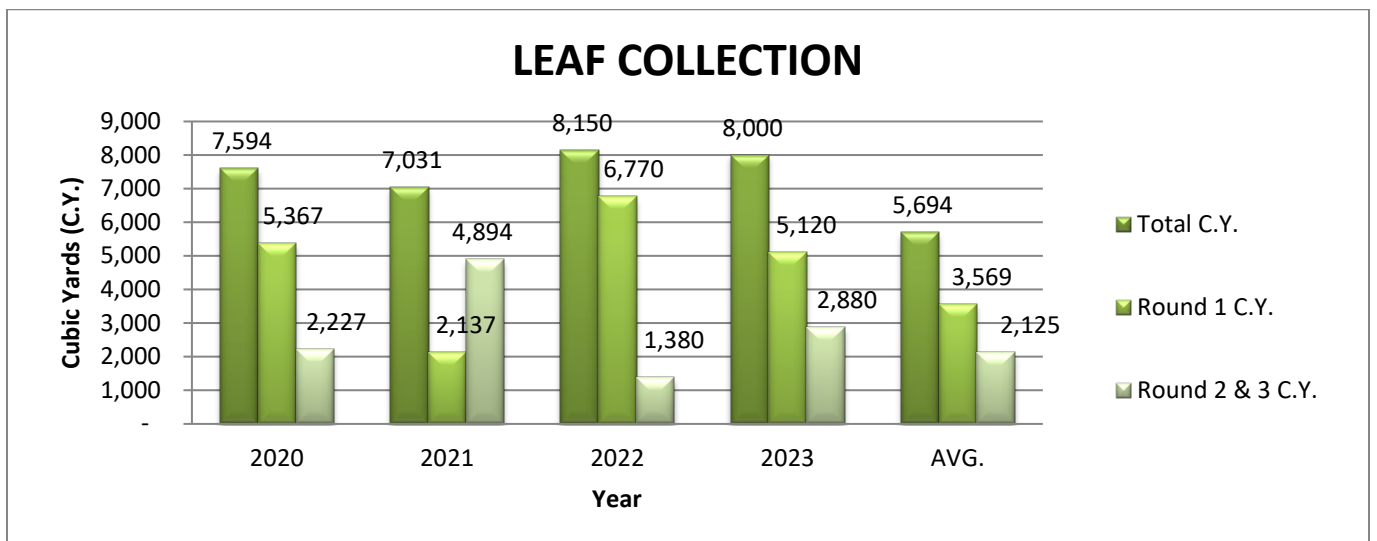
**STORM SEWER:** A major part of our departmental responsibility is to maintain our stormwater drainage system which includes storm sewer inlets. During the winter and spring months, our PPM crews were able to inspect over 3000 inlets and clean the ones that were needed. The cleaning and inspection of inlets accounted for about 500 man-hours. The city owns and maintains 100 miles of storm sewers and roadway culverts - ranging from 4" to 84" in diameter. Both inlets and storm sewers are maintained throughout

the entire year and repaired and/or replaced when the need arises. City crews performed repairs and replacements to 40 inlet tops and 10 full/partial depth inlet locations throughout the City. Bringing to total to 50 for the year of the 3874 inlets PPM maintains throughout the City. In addition to inlets and storm sewers, PPM maintains 1415 storm water manholes.

**CLEANING INLETS AND STREET SWEEPING:** PPM spent another 375 operational hours sweeping streets.

The majority of the 250 curb miles were swept once and others multiple times throughout the year collecting 195 tons of sweepings and inlet debris. The debris was then hauled and disposed of at an approved Ohio Environmental Protection Agency landfill.

**LEAF COLLECTION:** PPM employees with the assistance of four temporarily employees collected 710 loads of leaves with our leaf trucks this season. This is enough leaves (8,000 C.Y.) to fill a regulation-size basketball court nearly 50 feet high or a football field 4.5 feet high or approximately 37,000 loosely filled waste containers that are used for residential curbside pickup. This leaf collection season accounted for more than 5080 man-hours and 38.5 workdays to complete.



## **PARKS and URBAN FORESTRY:**

PPM is responsible for the maintenance of 745 acres of designated parklands throughout the City, including 425 acres at Wooster Memorial Park. With close to 4200 shade trees that are growing in the tree lawn (area between the street and the sidewalk) our crew spends approximately 3000 man-hours pruning, trimming, removing, and planting new trees each year.

**PARKS:** At PPM, we perform all of the routine maintenance responsibilities that are associated with the parks like: trash removal, playground, inspections, repairs, building and structure repairs, tree maintenance, parking lot maintenance, and planting new foliage along with other improvements when time allows. Since 2021, 100% of our public properties and park lawns have been maintained under a contractual mow agreement. Park usage continued to increase with improved amenities, pickleball play and population growth.

Clear Creek Park playground concept was approved by Parks and Recreation Commission and monies approved by City Council in 2023. Site grading soon commenced soon after the delivery of the playground northeast of the existing pavilion. The playground will add a nice attraction for the parents who bring their kids in to enjoy the great outdoors. Clear Creek Park's mile-long paved walking trail continues to see an increase in usage every year.

Pickleball play is ever increasing in Wooster and around the country and because of it the six courts unable to support the 150 players (ranging from 5 to 80 years old) wanting to play. It was determined by the Administration and Management to construct six additional courts at Christmas Run Park. Large in part because of a generous \$50,000 donation by the Jack and Deb Miller Foundation.

Many upgrades and improvements were made to our parks in 2023. The following list illustrates most of the major items: at Oak Hill Park the Rotary Club of Wooster funded a new landscape design concept near

the north paved walking trail. The design included three rock sitting walls with perimeter landscaping, a landscape bed with native perennials, and 10 native trees, all installed by a contractual agreement set forth by the Rotary Club.

City officials commemorated former Park Supervisor Chuck Malta by designating an area just south of Oak Hill Park's main entrance now known as the Malta Meadow. Mr. Malta assisted in the efforts of acquiring Oak Hill Park from the Noble Foundation and helped with the creation of the amazing park that can be enjoyed today.

Wooster Memorial Park continues to see a steady increase in usage each year. A huge thanks to the Friends of Wooster Memorial for donating 3 parcels (Roller, Tooley, and Kenwood Acres) totaling 100 acres to the City of Wooster. The Friends group continues to assist in volunteering to maintain and improve this amazing natural park. Without this partnership with the FWMP, maintaining the 425 acres would be virtually impossible with our staff. We again contracted with Service Master to clean and maintain our restroom facilities in all of our parks four days per week and are planning to continue to do the same in the future.

**URBAN FORESTRY:** The City maintains approximately 4200 shade trees in the City's tree lawns along with the thousands of parkland and forest trees in the City. These need to be maintained to keep them healthy and off of our roadways. 2023 marked the 47th Anniversary of being recognized through the National Tree City USA program. We are extremely proud of this accomplishment. To finish 2023, the City planted another 128 trees in late fall to offset the natural decline in our canopy. With a newly incorporated software program called Tree Plotter, we can now document, survey, and incorporate a more sufficient way to manage our City trees. Urban Forestry is also responsible for the City's landscape beds in the Downtown area of the City and the plantings of the downtown planter boxes and hanging baskets.



**CITYWIDE DIVISIONAL AND PUBLIC ASSISTANCE:** Supporting community events such as the July 4<sup>th</sup> fireworks and events downtown like WoosterFest, Window Wonderland, summer concerts, and races are responsibilities that we take great pride in assisting with. We provide barricades and traffic control for marathons, parades, cruise-ins, and Farmers Market as well as staffing equipment for the Library’s annual “Touch a Truck” program.

**TRAFFIC SIGNALS, SIGNS, DOWNTOWN LIGHTING, PAVEMENT MARKINGS,  
ELECTRICAL and OUPS LOCATION MARKING**

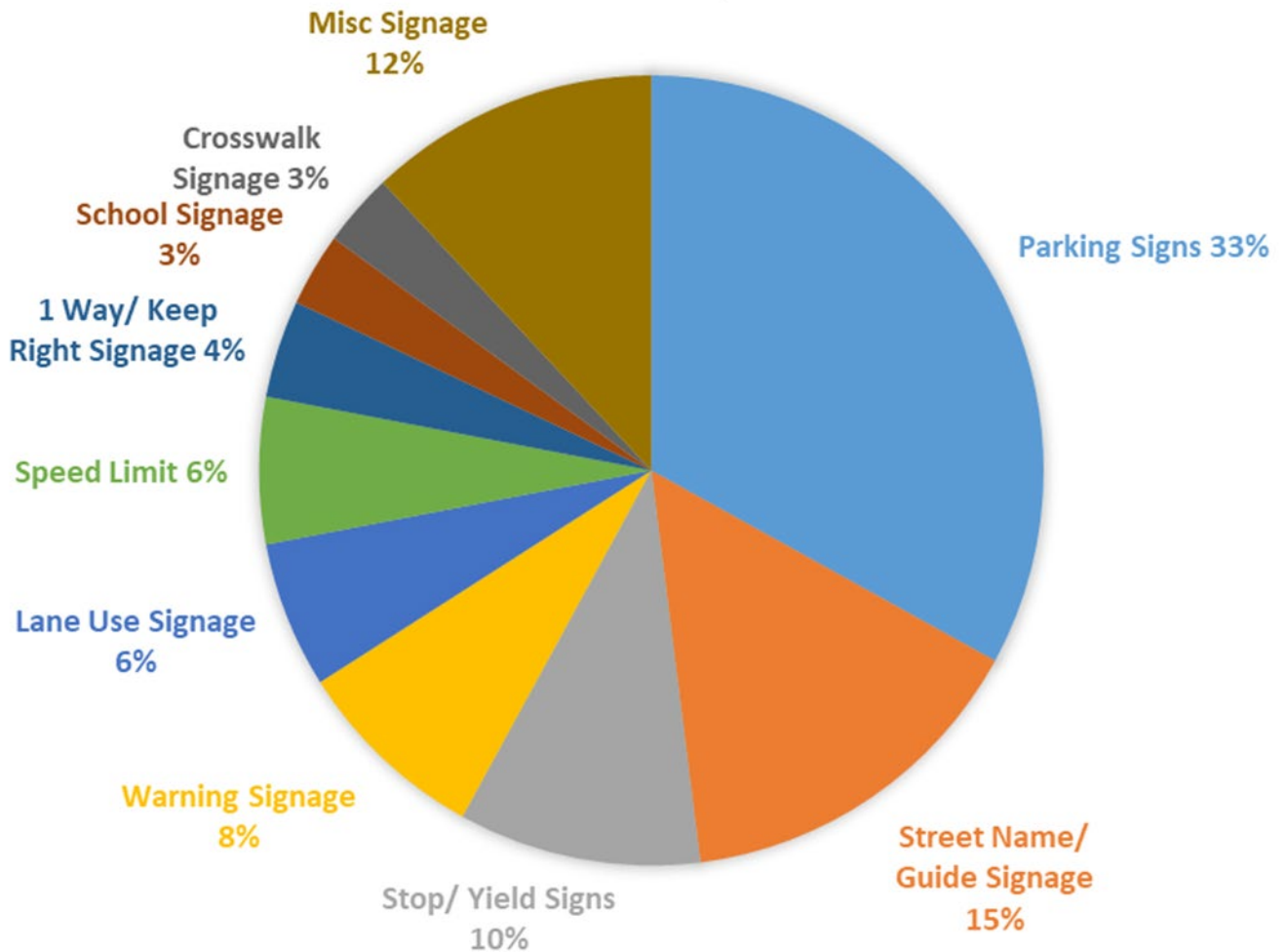
The Department consists of 4 full-time employees which are responsible for the maintenance and repair of city-owned facilities ranging from traffic signals to installing and terminating fiber cable and everything in between. The daily duties vary with the day as we take care of issues that arise overnight that range from sign knockdowns to traffic signal issues to light pole knockdowns. A typical day entails work order assignments by the supervisor to the employees in the sign shop making and installing replacement signage, employees in traffic signal and electrical shop maintaining and repairing of traffic signals and electrical issues throughout the City, and all of this changes minute to minute because of any emergencies that arise during the day. Efforts are made to be as efficient as possible, but when many different hats are worn, it can be difficult. The department also provides community special event and downtown Main Street support by setting out and picking up barricades, changing banners, hanging and removing Christmas decorations (wreaths, silhouettes, and various ground decorations around the square common spaces), getting equipment and assisting with set-up and teardown for WoosterFest. Traffic and Electrical staff also supply employees for asphalt, leaf, and snow seasons. During the past year, there were 19 accident reports involving City property damage that were taken care. Most of these reports involved signage and decorative light poles.

**TRAFFIC SIGNALS:** The Traffic Department maintains, services, repairs the City's 59 signalized intersections. Duties that were performed at the signalized intersections over the past year were: replacing UPS batteries, troubleshooting camera issues, repairing and replacing hit pedestrian signals, replacing LED signal indicators, certifying Conflict/Malfunction Monitoring Units, emergency and after-hours support, and various other things that arise over the year, such as controller programming, failed equipment replacement, pedestrian button replacement, etc.

Maintaining seven sets of school flasher systems (Wooster City, Montessori, and St. Mary's). These systems consist of 18 school flasher assemblies which 13 electronic clocks need to be programmed for the school year. Of those systems, some are 120V AC and 12V DC battery-powered. Each flasher is visited in the late summer before school reconvenes to be checked for issues and clock programming. We also review engineer plans and specifications for replacement intersections and make suggestions for items that need to be changed.

**SIGNS:** A higher number of work orders were performed, in 2023, by City sign personnel. Over 1300 work orders were completed for things like faded signs, knockdowns, stolen, inventory tagged signs which were installed during improvement projects, and replacement of missing bolts to re-erecting a signpost assembly. With the rise in the costs of sign material, making most signs in-house is still less expensive most of the time than buying from the outside, but the biggest advantage is that the materials we use increase the sign life by almost 50-75%. There was an increase of 115 additional signs to our inventory mostly due to the construction of the Oak Hill-Oldman Roundabout and Melrose Improvement Projects being completed, and other sign installations for smaller projects.

## SIGN BY TYPE CHART (7755 TOTAL SIGNS IN FIELD)



**PAVEMENT MARKINGS:** City crews applied around 1600 gallons of yellow traffic paint. This equals approximately 52 lane miles of double yellow and single solid yellow with skip lines. The paint crew used 275 gallons of white paint for channel and skip lines. A & A Safety re-stripped all of the US 30 corridor in November. Street painting or thermal plastic installation consists of railroad crossings, school crossings, crosswalks, turn arrows, stop bars, channelizing lines, curb lines, and center lines performed in various locations and intersections. The department ground and installed thermal plastic turn arrows on Akron Rd and E Liberty St.

**ELECTRICAL:** The department handles many of the electrical problems within the City facilities. We maintain about 200 decorative light poles that line Liberty St., Beall Ave, and Market St. There were six light poles knocked down this past year on both Liberty St. and Beall Ave. with one foundation needing to be replaced due to the damage by a semi-truck. Most of these were reset within a few days. Personnel replaced approximately 1500' of cable downtown. They hung several TV's in various departments. Various small electrical-related jobs in the Parks. Also dropped and did maintenance of the Interchange lighting. As well as the traffic, signage, painting, and lighting this division also takes care of the City's electrical issues. The duties include any remodel projects, additional devices needing installed, interior lighting issues, and any electrical-related service calls to City Facilities. The electrical work provided by our division last year included work in the park's pavilions and fiber optics. Our crews improved the lighting at the Burbank Rd and Smithville-Western Rd Roundabout by replacing the HPS with LED fixtures.

**DOWNTOWN PARKING:** The Liberty/Beall Parking Lot was added to the maintenance responsibilities.

**CENTER GREEN, GREEN SPACES, AND PEDESTRIAN WALKWAYS:** Maintained as needed

**OUPS:** The Traffic / Electrical department is responsible for marking OUPS tickets that may put our cabling at risk if digging is going to happen. We have to review every ticket that comes into the City. These tickets are divided by Member codes for Water, Sewer, and Traffic. In 2023, we received 2838 total tickets with having to go mark 224 tickets for possible conflicts with our cables. There were many more that we had to look at to determine if they needed marked or not. Some locates are simple, such as marking a pull box, whereas others are much more time consuming because you have long runs to mark.

## **FLEET and VEHICLE MAINTENANCE GARAGE**

The Fleet and Vehicle Maintenance Department consists of a supervisor, two Mechanic II, and one Mechanic I with job duties that include maintaining and repairing over 300 pieces of equipment that the City of Wooster owns. This covers all divisions of the City. The Fleet Maintenance staff is also the primary source of researching and seeking bids and/or quotes on nearly all of the maintenance vehicles and equipment for purchase.

The following list below highlights general areas in which our maintenance team utilizes their expertise:

- Approximately 1500 man-hours were spent performing regular maintenance/service. This includes oil changes, tune-ups, belts, coolant exchange, etc. When a vehicle is brought into the facilities to be serviced, it is given a total safety and overall mechanical check. Many of the vehicle's maintenance issues are detected and repaired during this process to protect our fleet investment and to provide the safest and most efficient fleet we can.
- Approximately 1300 man-hours were spent performing drive train repairs. This includes tire replacement/repairs, transmission service/repairs, wheel bearings, shocks, springs, etc. Our department stocks many of the standard tires in-house for quick tire changes and or replacement on vehicles like our police cars and maintenance trucks. This lessens down time that the vehicle is off the road and out of service.
- Approximately 1100 man-hours were spent on performing electronic repairs. This includes installation of new equipment in Police cars, (cameras, radios, lights, etc.) Also the installation and repair of emergency and safety lighting on other divisions' equipment, etc. Our installer is often called by the equipment vendors to seek information on how to install or program their equipment. Installing electronics often requires taking out dashboards, ceiling headers, truck

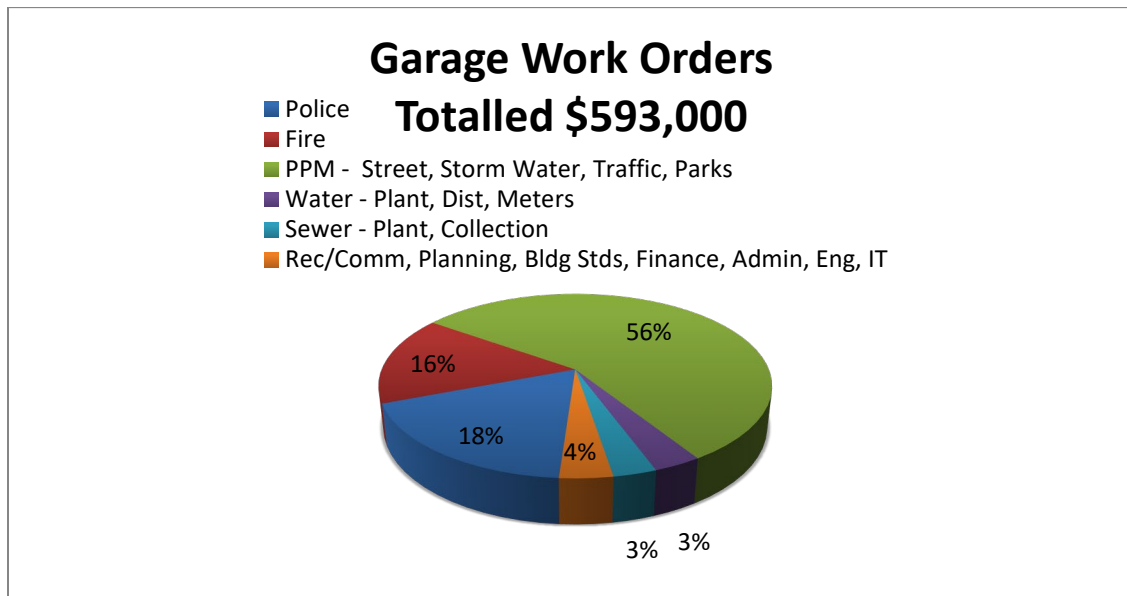
liners, and vehicle panels to run wiring and custom install hardware. Many of the mounts and brackets needed are custom fabricated in-house to meet the specific needs of the installation.

- Approximately 400 man-hours were needed to repair to brakes. This includes complete brake jobs, replacement of brake lines, A.B.S. sensor replacement, master cylinder replacement, etc. Vehicles like our police cruisers that have the high-speed capability and hard braking potential need constant monitoring and maintenance. Vehicle safety for our police cars is kept in-house to assure that they are being maintained for not only our officers' safety but that of the public. Many of our larger trucks and loaders haul heavy loads under adverse conditions and proper braking is a safety essential.
- Over 200 man-hours were spent doing hydraulic repairs to snowplows and other heavy equipment used by PPM and Utilities. Also included in these man-hours is the fabrication of needed parts or welding work to repair components. This includes repairs to trailers, dump beds, backhoe buckets, brackets for lights/radios, etc. The ability to fabricate parts in our shop enables us to do custom installs on police and fire units. It allows us to extend the life of equipment by remanufacturing parts to keep a unit operational and it saves us time and money in not having to go to an outside source to have a custom piece built.

Our mechanics also serve in other capacities within the PPM Division which includes snowplowing, ice control, and leaf collection operations. Since we have no true parts department or parts manager, our mechanics are also responsible for stocking and obtaining their own parts from our in-stock inventory. Our mechanics also attend safety and staff meetings, clean their garage area and do research to better understand needed repairs and or processes.

With 578 work orders completed by our three mechanics in 2023, we outsourced many items that we either did not have the time to work on or that we felt could be done at less expense than doing them in-house. Some repairs require specialized tooling that would not be cost-efficient to purchase for a one-time repair. Some repairs can be done more cost-effectively via outsourcing simply since there are facilities that specialize in this service and through repetition and volume can do the work for less than we can. Some of the repairs and fabrication builds that we had contracted out include:

- McCune Welding - \$7,000
- Pallotta Ford - \$6,000
- Mohican Valley Equipment - \$10,000



## Administrative Support

- Daily customer/vendor contacts through phone, email, and in-person exceeded 25 per day.
- Over 400 purchase orders were entered for over 185 vendors and involved 13 different cost centers. In total, around 1925 invoices were processed in 2023.
- Santmyer commercial and off-road fuel accounts were maintained for the entire City fleet, including fuel cards and employee PINs. This included 786 individual transactions from 20 different divisional cost centers. The total payout was \$301,817.30.
- Maintained license plates and registrations for the 230 City vehicles and trailers (219 belonging to the City of Wooster and 11 belonging to Wooster Community Hospital) from all departments within the City, as well as the hospital, with the BMV.
- Keeping the City's asset insurance records for the 219 City vehicles and trailers for the City's insurance carrier.
- Payroll tracking and processing for 22 fulltime employees, 1 part time employee, 4 seasonal employees (summer help) and 4 additional temporary employees during leaf season.
- Documented and processed 2294.63 tons of road salt into inventory. This included 91 tickets and totaled \$117,347.38.
- Documented and processed nearly 5629 tons of bituminous asphalt materials into inventory. This included 500 tickets and totaled \$416,882.01.
- Tracked and recorded 578 work orders for garage reimbursements to 18 City divisions, totaling \$593,166.59.
- Received and recorded check payments for the sales of 4979.47 tons of asphalt grindings totaling \$59,854.64 of revenue for the City.
- Processed employee reimbursements (for clothing, footwear, accessory purchases, etc.) totaling \$6,502.92 throughout the year.



**Summary Report of the PPM Division**  
**Curt Denning, PPM Manager**  
***Public Properties Maintenance Division –***  
***2023 Mission, Goals, and Their Attainment***  
**&**  
***2024 Mission and Goals***

**City Mission:** The mission of the City of Wooster is to partner with our community to deliver services, conserve resources, protect the quality of life, and plan for the future. We will endeavor to accomplish this mission in the most efficient and fiscally responsible manner possible and in accordance with the core values listed below.

**PPM Mission:** *The mission statement of the PPM Division is through a cost-effective manner, to provide essential City services, leisure opportunities, and community beautification while enhancing the quality and safety of our city, to make Wooster a place that we can be proud to call home.*

**CORE VALUES**

**Accountability** - We accept responsibility for our personal and organizational decisions and actions while delivering cost-effective and efficient services with the objective of doing our work right the first time.

**2023 PPM Goal:** To ensure the personnel that are employed are working to their fullest potential and completing the jobs and tasks that are assigned to them each day in a prolific manner.

1. Tracked work daily with weekly/monthly planning of projects and tasks to be performed.
  - a. *Listed projects/ tasks and monitor progress by each department; Street, Park, Traffic, Urban Forestry and Fleet and Vehicle Maintenance*
2. Planned projects from the managerial staff that will assist in the work to be performed for the employees in the field.
  - a. *OUPS was notified before digging (if needed)*
  - b. *Materials for the project were ready before starting project*
  - c. *Projects were explained to the personnel/crews*

3. Notified citizens of snow and ice removal operations.
  - a. *With the use of emails and other social media's such as Facebook and Twitter, we continue to notify a mass amount of people quickly.*

**2024 PPM Goal:** To ensure the personnel that are employed are working to their fullest potential and completing the jobs and tasks that are assigned to them each day in a prolific manner.

1. Track work daily with weekly/monthly planning of projects and tasks to be performed.
  - a. *List projects/ tasks and monitor progress by each department; Street/Stormwater, Park/Urban Forestry, Traffic, and Fleet and Vehicle Maintenance*
2. Plan projects from the managerial staff that will assist in the work to be performed for the employees in the field.
  - b. *OUPS will be notified before digging (if needed)*
  - c. *Materials for the project will be ready before starting a project*
  - d. *Projects will be explained to the personnel/crews*
3. Notifying the residents of snow and ice removal operations.
  - e. *With the use of emails and other social media platforms, such as Facebook and Twitter we continue to notify a mass amount of people quickly.*

**Continuous Improvement** - We provide the highest quality service with the resources available by promoting innovation and flexibility to meet the changing needs in the community.

**2023 PPM Goal:** Strengthen the ability of our staff to make decisions and promote ideas. This can be accomplished through training, regular staff meetings, and a departmental policy of seeking employees' input into the work they perform.

1. Trained, equipped, and empowered our staff to make pertinent decisions regarding their daily task assignments
  - a. *Employees received monthly staff meetings that included safety briefings. Several employees attended specific training such as playground safety, tree care and pruning, and safe chainsaw operations.*
2. Researched and tested new equipment and products to better utilize our workforce
  - a. *We continued to research alternatives to improve how we currently collect leaves. The focus was to improve services in a better timely manner to the residents.*
3. Looked for the most cost-effective and reliable local resources to contract work where possible, freeing our staff to focus on other critical functions.
  - a. *We continued to contract most of the tree plantings throughout the City and 95% of the larger tree trimming and removal work with local vendors.*
  - b. *We continued to contract 100% of the park mowing and trimming.*
  - c. *Larger paving projects were contracted out once again in 2023.*
  - d. *PPM performed Capital Fund asphalt resurfacing on 8 streets (4.34 lane miles).*

**2024 PPM Goal:** Strengthen the ability of our staff to make decisions and promote ideas. This can be accomplished through training, regular staff meetings, and a departmental policy of seeking employees' input into the work they perform.

1. Train, equip, and empower our staff to make pertinent decisions regarding their daily task assignments
  - a. *Employees will receive monthly staff meetings that include safety briefings. Several employees will attend specific training such as playground safety, confined space digging, high voltage electrical line safety, and work zone set up.*
2. Research and test new equipment and products to better utilize our workforce
  - a. *We will be researching alternatives on which we currently collect leaves. The focus would be to improve services in a better timely manner to the residents.*
3. Look for the most cost effective and reliable local resources to contract work where possible, freeing our staff to focus on other critical functions.
  - a. *We will be contracting most of the tree plantings throughout the City and 90% of the larger tree trimming and removal work with local vendors.*
  - b. *We will continue contracting the park mowing and trimming, like in years past.*
  - c. *Larger paving projects will be contracted out once again in 2024.*
  - d. *PPM to perform Capital Fund Resurfacing on 10 streets (5.35 lane miles).*
4. Build on the enhancement of the City website, particularly the PPM Division.
  - a. *With the new website better highlight our Division by breaking out the separate functions that most people search for services.*
  - b. *Record 90-120-second videos demonstrating different operational tasks that we do.*

**Environment** - We are concerned about our natural, historic, economic, and aesthetic resources and endeavor to enhance their sustainability for future generations.

**2023 PPM Goal:** To monitor closely all work as to its effect on the environment and take all industry standards to protect the environment as we accomplish our goals. We will continue to develop our open space properties while managing and protecting our urban forests and parks.

1. Promoted and managed our urban forest to its maximum providing water runoff control, carbon sequestration, and aesthetic beauty
  - a. *We planted 128 new trees throughout the year to offset the natural decline in our canopy and for the 47th year in a row being awarded as a Tree City USA.*
2. Continued to address areas of concern in the Storm Water Pollution Prevention Plan
  - a. *Citywide sweepings were performed throughout the year with downtown sweepings occurring every other Friday from May through October. PPM collected and properly disposed of 195 tons of debris and litter.*
  - b. *Storm Water Training Meeting was conducted regularly to ensure we are complying with the Storm Water Pollution Prevention Plan.*

**2024 PPM Goal:** To monitor closely all work as to its effect on the environment and take all industry standards to protect the environment as we accomplish our goals. We will continue to develop our open space properties while managing and protecting our urban forests and parks.

1. Promote and manage our urban forest to its maximum providing water runoff control, carbon sequestration, and aesthetic beauty
  - a. *We will continue to plant approximately 100+ new trees throughout the year to offset the natural decline in our canopy and for the 48th year in a row will be working to achieve the accreditation and recognition through the national Tree City USA program.*
2. Continue to address areas of concern in the Storm Water Pollution Prevention Plan
  - a. *Quarterly citywide sweepings will be done throughout the year with downtown sweepings occurring nearly every Friday from May through October.*
  - b. *Education meetings will be conducted with the assistance of the City's Engineering Division to ensure we are complying with the Storm Water Pollution Prevention Plan.*

**Honesty & Integrity** - We set high standards for our personal, professional, and organizational conduct and act with integrity as we strive to attain our mission.

**2023 PPM Goal:** To foster the importance of honesty and integrity to all of our staff, no matter the significance of the situation.

1. Through leadership training and building accountability among the employees, we conveyed to our staff the importance of working to accomplish the most efficient and effective ways of performing projects or tasks.
  - a. *As a division, our employees looked to the management team for guidance. The management team was honest with their employees even in difficult times. In dealing with the public, we carried ourselves professionally and courteously. By doing these types of things, our integrity was demonstrated to others.*

**2024 PPM Goal:** To foster the importance of honesty and integrity to all of our staff, no matter the significance of the situation.

1. Through leadership training and building accountability within the employees, convey to them the importance of working to accomplish the most efficient and effective ways of performing a project or task.
  - a. *As a division, our employees will look to the management team for guidance. The management team must always be honest with their employees even in difficult times. In dealing with the public we must always carry ourselves professionally and courteously. By doing these types of things, integrity will shine through to others.*

**Respect** - We are honest and treat our coworkers and the public with courtesy and dignity.

**2023 PPM Goal:** Be transparent in all we do, and provide the public and our employees with open communications, factual information, and timely responses.

1. Treat the public and our internal departmental customers with respect
  - a. *We worked closely and provided all the assistance we could to every internal and external department that requested our assistance. We directly addressed our public daily and whenever possible worked to a resolution that satisfies their concerns.*
2. Whenever possible lessen the impact on the community in our work zones and projects while maintaining efficiency and cost-effective measures
  - a. *When working in the roadways, we were conscience about not disrupting traffic patterns and if roadways needed to be closed we gave as much notice as possible to the public through the radio, newspaper, Facebook, and the City's website.*

**2024 PPM Goal:** Be transparent in all we do, and provide the public and our employees with open communications, factual information, and timely responses.

1. Treat the public and our internal departmental customers with respect
  - a. *We will work closely and provide all assistance we can to every internal department that has requested us. We will directly address our public daily and whenever possible work to a resolution that satisfies their concerns.*
2. Whenever possible lessen the impact on the community in our work zones and projects while maintaining efficiency and cost-effective measures
  - a. *When we are working in the roadways, we will be conscience about not disrupting traffic patterns and if roadways need to be closed we will give as much notice as possible to the public through the radio, newspaper, Facebook, and the City's website.*

**Safety** - We use education, prevention, and enforcement methods to protect life and property in our business and residential neighborhoods, and maintain our infrastructure and facilities to provide a safe environment in which to live and work.

**2023 PPM Goal:** Provide continual training opportunities for our staff and ensure the required safety equipment is in place and being properly used. Respond promptly to all issues regarding safety on our streets, and in our parks and buildings.

1. Provided education and training such as Traffic Control, Street Maintenance, Vehicle Repairs, Urban Forestry, Safety, etc. to protect our employees and the public.
  - a. *Our staff was sent to or provided training in many different CEU's, Contact Hours, and Re-certification courses throughout the year. Some of them included OPRA*

*Conference, ISA/ODNR Training, NAPA Vehicle Repair Courses, Preservation Course, IMSA Traffic Control Courses, Storm Water BMPs, Hazardous Communications Training, and BWC Tree Work Essentials.*

2. Respond quickly to any safety situation we are made aware of such as potholes or playgrounds.
  - a. *Potholes were placed on a list as soon as they are called in or reported. This list is checked daily and all major reports or damage claim sites are repaired in less than 24 hours. All other reports are systematically handled for efficiency to repair them as quickly as possible as time permits. Playground repairs are reported daily to our staff for review and recommendation on repair. Safety repairs are either handled immediately or are cautioned off or removed for public safety.*
3. Never compromise safety for budgets or efficiency.
  - a. *We have safety training and classes for our staff whenever they fit our work situation. Our Office Specialist serves on the City's safety committee to better relate to the overall city program and needs. Four quarterly safety meetings were put on throughout 2023.*
  - b. Designate one person within the Division to coordinate/perform/track all workforce safety and material handling safety for 2023. Did not accomplish.

**2024 PPM Goal:** Provide continual training opportunities for our staff and ensure the required safety equipment is in place and being properly used. Respond promptly to all issues regarding safety on our streets, and in our parks and buildings.

1. Provided education and training such as Traffic Control, Street Maintenance, Vehicle Repairs, Urban Forestry, Safety, etc. to protect our employees and the public.
  - a. *Staff will be sent to or provided training in various trades throughout the year.*
2. Respond quickly to any safety situation we are made aware of such as potholes or playgrounds.
  - a. *Potholes will be placed on a list as soon as they are called in or reported. This list will be checked daily and all major reports or damage claim sites will be repaired in less than 24 hours. All other reports will be systematically handled for efficiency to repair them as quickly as possible as time permits. Playground repairs will be reported daily to our staff for review and recommendation on the repair. Safety repairs will be either handled immediately or are cautioned off or removed for public safety.*
3. Never compromise safety or budgets for efficiencies.
  - a. *We will continue to provide safety training and classes for our staff whenever we feel they fit our work situation. Our Office Coordinator serves as vice-chair of the City's safety committee to better relate to the overall city program and needs.*
4. Designate one person within the Division to coordinate/perform/track all workforce safety and material handling safety for 2024.

**Stewardship** - We understand our responsibility to use public funds wisely. We have been entrusted to deliver services and make decisions that faithfully apply the citizen's dollars to meet their needs.

**2023 PPM Goal:** Look for the most cost-effective means of accomplishing our goals and objectives while providing the expected levels of service required. Look for new and innovative ways of maintaining our City assets that will save money and provide higher quality levels of service.

1. Managing our greatest asset, our people to maximize productivity.
  - a. *We gave our staff definitive directives on how maintenance needs to be performed. This speeds up the process because there is no planning element involved for the staff. Our efficiency is maximized by using this method and we continued to obtain staff ownership and responsibility of our functions.*
2. Acquire competitive bids and quotes, research costs, and use the State purchasing system where possible to get the most value.
  - a. *In 2023, we continued to purchase all of the supplies, materials and services that were the most beneficial to the City.*
3. Monitor our winter salt usage on City streets through an effective partnership with Safety Services and proper calibration of our equipment.
  - a. *In 2023, our crews treated the roadways throughout the City on 17 occasions with snowfall totals of approximately 19.5 inches. PPM applied nearly 2300 ton of rock salt throughout the winter season. With salt prices at \$51.14/ton, a total of nearly \$120,000 was spent on salt alone.*

**2024 PPM Goal:** Look for the most cost-effective means of accomplishing our goals and objectives while providing the expected levels of service required. Look for new and innovative ways of maintaining our City assets that will save money and provide higher quality levels of service.

1. Managing our greatest asset, our people to maximize productivity.
  - a. *We will give our staff definitive directives on how maintenance needs to be performed. This will speed up the process because there is no planning element involved for the staff. Our efficiency will be maximized by using this method and we will continue to obtain staff ownership and responsibility of our functions.*
2. Acquire competitive bids and quotes, research costs, and use the State purchasing system where possible to get the most value.
  - a. *In 2024, we will continue to purchase all of the supplies, materials, and services that will be the most beneficial to the City.*
3. Monitor our winter salt usage on City streets through an effective partnership with Safety Services and proper calibration of our equipment.
  - a. *With the cost of salt this year being \$53.34 per ton we will make concerted efforts to assess our salt application rates most efficiently. We will continue to work with WPD on call-in responses to snow and ice issues.*
  - b. *With the use of liquid de-icing on all six frontline salt trucks, we should begin to see the effectiveness of the product and decrease the amount of salt needed to treat the roadways by using more liquid brine.*

**Trust** - We realize the perception of our organization is dependent upon the public's confidence in our commitment to our core values and to openly communicating with the public and each other by soliciting feedback and sharing information to achieve our goals.

**2023 PPM Goal:** Through media outlets like Facebook, WQKT, and The Daily Record as well as the City website, provide up-to-date and pertinent information to the public. Provide facility tours and talks on PPM's role and responsibilities to any citizen or group who would request it.

1. Continue with media such as "Snow Watch" emails and expand its use to cover projects and major programs such as leaf collection
  - a. *Snow Watch email provided a clear communication line between all safety services, the Administration, News media, and Dispatch. We also utilized Facebook to report snow conditions, street work closures, and road conditions.*
2. Open our operation to the public at every opportunity.
  - a. *We continued to meet regularly as a Parks and Recreation Commission, Traffic Commission, Urban Forestry Commission as well as the Friends of Wooster Memorial meetings. The Wooster Citizen Government Leadership Academy was reinstated in 2022, which we were pleased to participate in. The WCGLA gives citizens and business persons an in-depth view of the operations at PPM.*
3. Public awareness
  - a. *Perform short video clips demonstrating the different and vast disciplines PPM employees perform throughout the year. Not accomplished in 2023.*

**2024 PPM Goal:** Through media outlets like Facebook and the Daily Record, provide up-to-date and pertinent information to the public. Provide facility tours and talks on PPM's role and responsibilities to any citizen or group who would request it.

1. Continue with media such as "Snow Watch" reports and expand its use to cover projects and major programs such as leaf collection.
  - a. *Snow Watch will continue to be utilized for a clear communication line between all safety services, the Administration, News media, and Dispatch. We will continue to utilize Facebook to report snow conditions, street work closures, and road conditions.*
2. Open our operation to the public at every opportunity.
  - a. *We will meet regularly as a Parks and Recreation Commission, Traffic Commission, Urban Forestry Commission as well as the Friends of Wooster Memorial meetings. In 2024, plans are being made to continue the Wooster Citizen Government Leadership Academy which will allow citizens and business persons an in depth view of the operations at PPM.*
3. Public awareness
  - a. *Perform short video clips demonstrating the different and vast disciplines PPM employees perform throughout the year.*