

2016 Public Properties Maintenance (PPM) Division Annual Report

The City of Wooster PPM Division consists of twenty full time employees and six to ten seasonal employees.

Manager: Curt Denning

Supervisors: Andrew Guidetti, Jim Houser and Josie Hughes

Office Coordinator: Janell Cooper

Operators: Jason Boreman, Jeff Buck and Rick Thompson

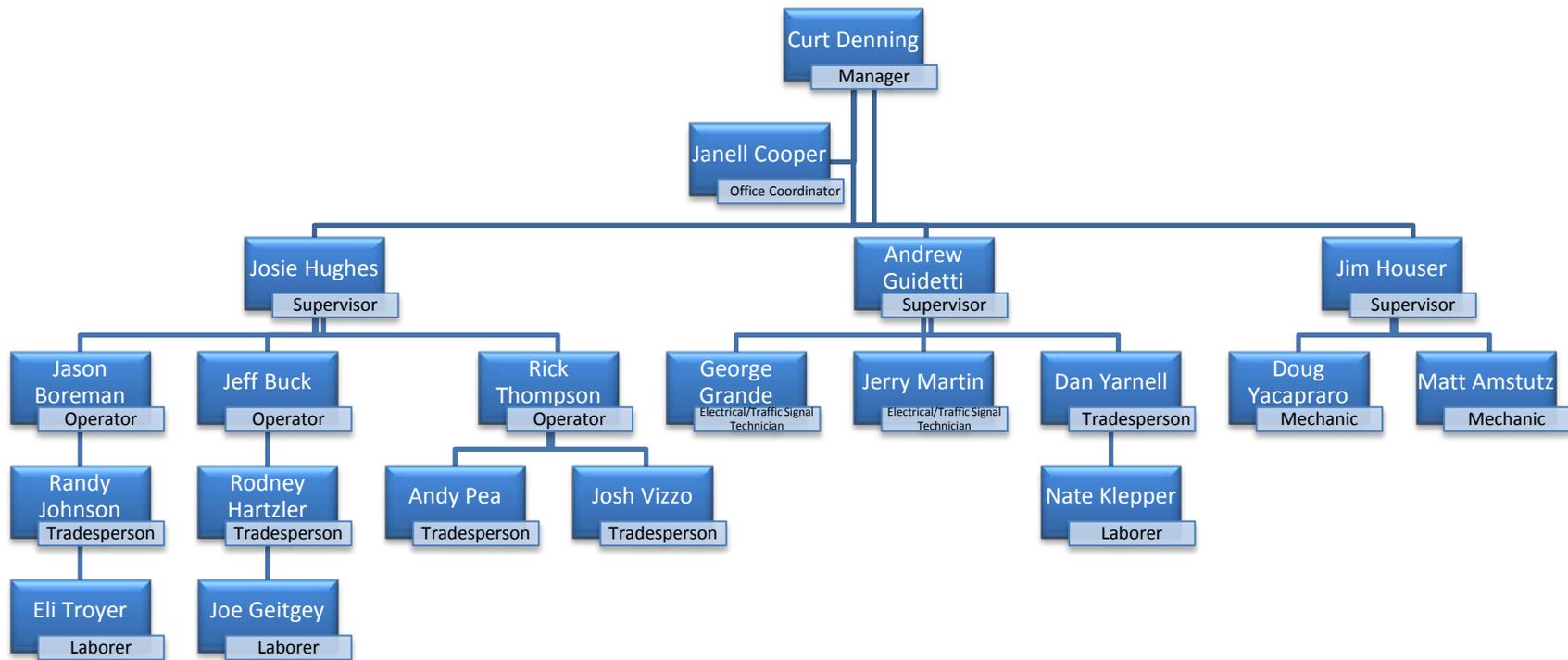
Electrical/Traffic Signal Technicians: George Grande and Jerry Martin

Mechanics: Matt Amstutz and Doug Yacapraro

Tradespersons: Rodney Hartzler, Randy Johnson, Andy Pea, Josh Vizzo and Dan Yarnell

Laborers: Joseph Geitgey, Nathan Klepper and Eli Troyer





Executive Summary

2016 In Review

Public Properties Maintenance Division

PPM OVERVIEW

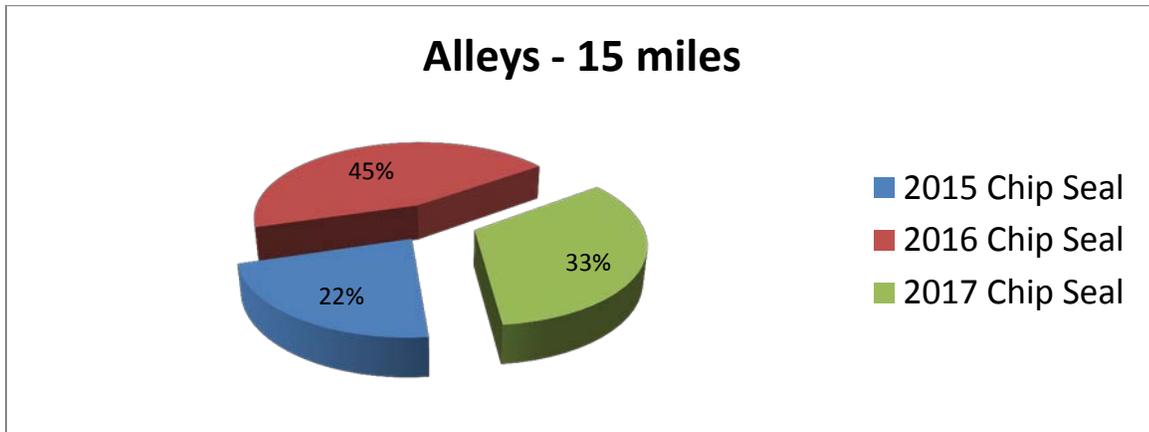
In 2016, the PPM Division was responsible for the maintenance of the following; Street Maintenance, Storm Water Drainage System, Parks, Shade Tree/Urban Forestry, Public Properties, Traffic Signals, Signage, Pavement Markings, Electrical and Fleet and Vehicle Maintenance. At PPM, our focus is to serve 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; shade trees that are esthetically beautiful for all to admire. Providing these services at the highest level will preserve the quality of life all have come appreciate residing in Wooster. All of this work is performed by a dedicated and hard-working staff of twenty employees.

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

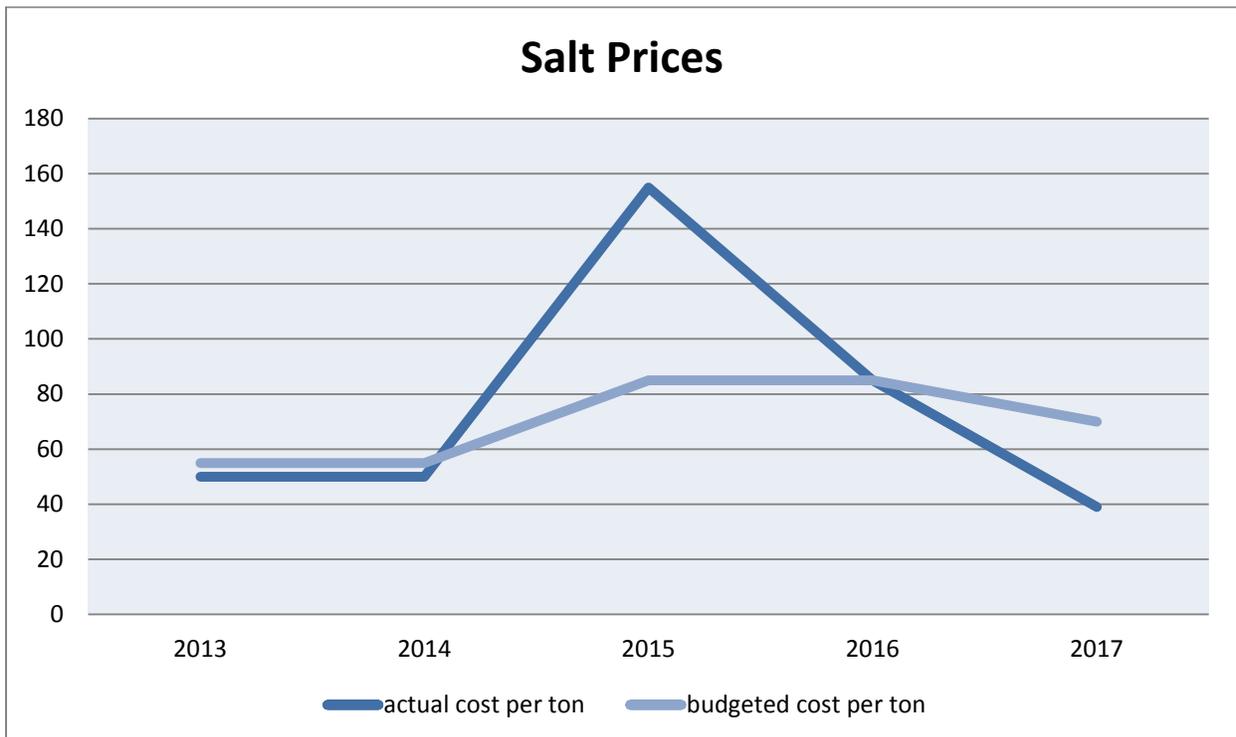
Throughout the year PPM is charged with the maintenance and repair of all of the city's street, highways and alleys. Snow/Ice Control is very important to our operations, so keeping the roadways safe for travel is taken very seriously and can be taxing to our workforce especially storms that come back 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 seven weeks completing the operations.

STREET MAINTENANCE: With 270 lane miles of roadway to maintain, approximately 6000 potholes were filled with our Dura-patch machine and hand applied HPM asphalt (cold mix) by the City Maintenance Crews. PPM replaced approximately 300 cubic yards of deteriorated concrete in many streets throughout the City. Preventative maintenance is very important to preserving the conditions of our roadways. Over 6.5 miles of alleys were chip sealed primarily on the north and west quadrants of the City. Prior to the application of chip seal many alleys needed to be leveled by laying a course of asphalt varying in thickness from 1/4" to as much as 2 1/2" with an asphalt paver and roller. Many of these alleys had not had any type of preventative maintenance in many years. Also, as part of our preventative maintenance is crack sealing of control joints in concrete pavement and longitudinal/traverse cracks in

asphalt pavements. Filling these cracks prolongs the pavement life for many years. In 2016, PPM contracted this work out and over 130,000 linear feet of cracks were filled.

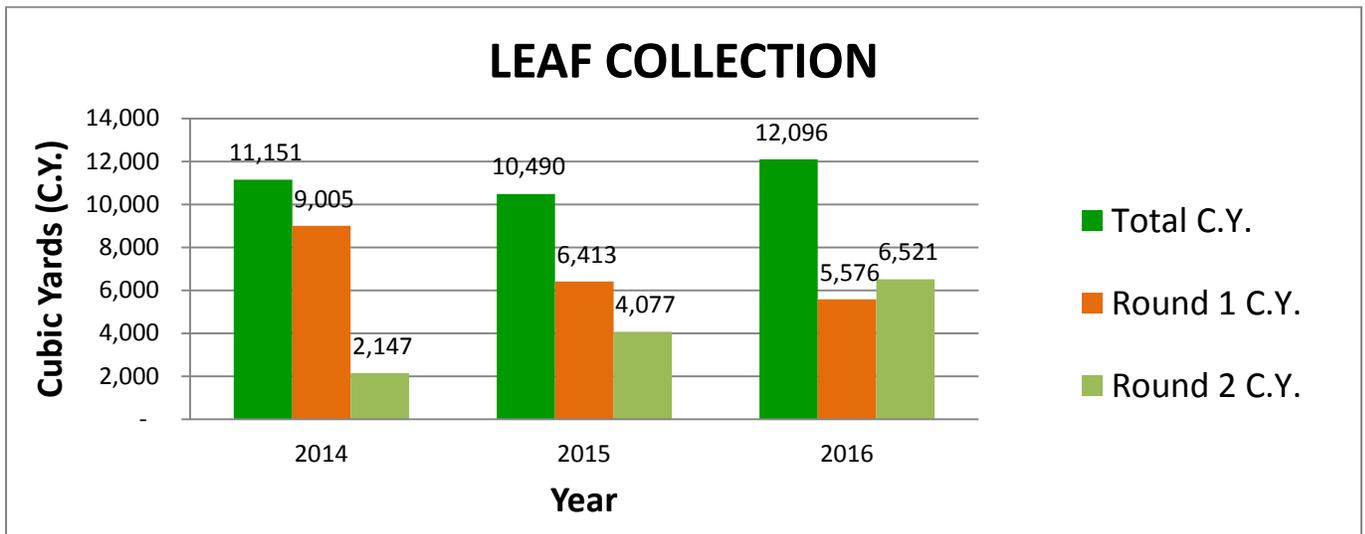


SNOW/ICE CONTROL: With the milder temperatures, in 2016, and a decrease in average snowfall we still dedicated over 1200 man-hours clearing our streets of snow and ice. Clearing snow and ice off of over 270 lane miles inside the corporation limit for each round of routes takes on average eight hours once the snow stops. PPM applied nearly 2500 ton of rock salt throughout the winter season. With salt prices at \$84.00/ton, a total of \$210,000 was spent on salt alone. A total of 416 man-hours were needed to plow and treat the roadways, in 2016.



STORM SEWER: A major part of our departmental responsibility is to maintain our storm water drainage system which includes storm sewer inlets. During the winter and spring months the PPM crews were able to inspect and clean each inlet throughout the entire City. The cleaning and inspection of inlets accounted for more than 600 man-hours. City owned storm sewers and roadway culverts are repaired and/or replaced each year and this year was no exception. City crews made repairs to 49 inlet locations throughout the City. We spent another 260 operational hours sweeping streets. Some of the 250 curb miles were swept collecting 375 ton of sweepings and inlet debris. The debris was hauled and disposed of at an approved Ohio Environmental Protection Agency landfill.

LEAF COLLECTION: PPM employees with temporary staffing help collected 896 loads of leaves with our leaf trucks this season. This is enough leaves (12,096 C.Y.) to fill a standard size basketball court 70 feet high or a football field 6 feet high or approximately 50,000 loosely filled waste containers that are used for residential curbside pickup. This leaf collection season accounted for more than 4700 man-hours and 44 workdays to complete.



PARKS, SHADE TREE/URBAN FORESTRY:

PPM is responsible for the maintenance of nearly 700 acres of designated park lands throughout the City and including 328 acres at Wooster Memorial Park. With close to 3700 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.

PUBLIC PROPERTIES/PARKS: It was a year to celebrate with the construction of the new Christmas Run Kiwanis Playground. The planning and design portion alone took many hours to put together and we were fortunate to take part in it. This project couldn't have gone any better, thank you to the leadership and resourcefulness of the Kiwanis Club in particular Mr. Jim Lanham and Mrs. Alicia Wallace. In 2016, the City was fortunate again to have many volunteers from local churches, College of Wooster, and many service groups throughout the area work in our parks performing tasks like; spreading playground mulch, painting restrooms, picking up fallen branches and litter. We continue to partner with the Friends of Wooster Memorial Park maintaining its 328 acres. This year we 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. At PPM, we perform all of the routine maintenance responsibilities that are associated with the parks like; trash removal, playground inspection and repair, building and structure repairs, tree maintenance, parking lot maintenance and planting new foliage along with other improvements when time allows. In 2016, 100% of our public properties and parks lawns were maintained under a contractual mow agreement.

SHADE TREE/URBAN FOREST: The City maintains 3,700+ 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. With 2016 marking the 40th Anniversary of being recognized through the National Tree City USA program Wooster hosted the NE Ohio Ceremony at the Shisler Conference Center on the beautiful Campus of the OARDC. The event was well organized with many in attendance from all over northeast Ohio. To finish 2016 the City planted 90 trees in late fall to offset the natural decline in our canopy. Shade Tree 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.

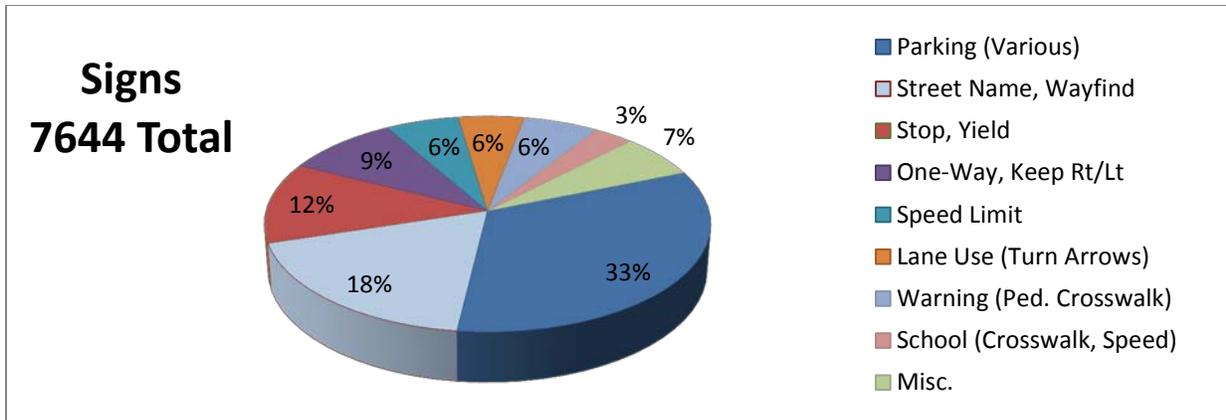
CITYWIDE DIVISIONAL AND PUBLIC ASSISTANCE: We also support community events such as the July 4th fireworks and events downtown like WoosterFest, Winter Wonderland and summer concerts, and races. We provide barricades and traffic control for marathons, parades, cruise-ins and Farmers Market as well as staffing equipment for the Library's annual "Touch a Truck" program. The PPM Division worked with over 250 volunteers, in 2016, on 5-6 occasions in various locations throughout the City. PPM transported and set-up the Community stage for 11 events in 2016.

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

The traffic/sign department consists of two electrical/traffic technicians and half time Supervisor. The work done in 2016 was done in an efficient manner throughout the city, as well as the daily duties of this department. The daily duties consisted of ordering materials, housekeeping of vehicles and office, meetings, and logging of hours and jobs, snow plowing/salting and training. Other duties include assisting community workdays and community events by; setting out barricades for events, special event signage, downtown banners, Christmas decorations – lights, silhouettes, wreaths, etc.

TRAFFIC SIGNALS: The traffic department maintains and services 59 intersections and 8 flashing sign groups' through-out the City of Wooster. This includes the duties of emergency calls, cleaning signals and cabinets, replacing filters, replacing burnt out lamps/LEDs, verifying timings, programing (if needed), the annual certifications of the components and replacing any component that fails. Duties also include troubleshooting, verifying communication to controllers, battery rotation for UPS systems, reviewing plans for the engineering department and communication/ coordination with contractors.

SIGNS: With the benefits of our Mastermind Inventory System that was purchased and the data that was collected in 2015 a sign replacement list report is generated each year. In 2016, a total of 426 signs were replaced due to falling below the minimum retro-reflectivity standards, damaged or stolen. Of the signs replaced; 77 were stop signs; 204 were speed limit, parking, one-way and lane use; 13 were warning; and 132 were street name. About 90% of all these signs were made in our sign shop. The average savings to make each sign versus purchasing them is approximately 25% savings.



Pavement Markings: In 2016, PPM performed line stripping throughout the City. With City personnel and equipment we painted 41.3 miles of yellow centerline and 8.8 miles of white edge line. Also, street painting or thermal plastic installation consists of railroad crossings, school crossings, crosswalks, turn arrows, stop bars, channelizing lines, curb-lines, and center-lines was performed in various locations and intersections. The thermal plastic material alone equated to just under \$35,000.00 spent.

ELECTRICAL: As well as the traffic, signage, painting, and lighting this division also will take care of the cities electrical issues. The duties will include any remodel projects, additional devices needing installed, interior lighting issues, and any electrical related service calls. The electrical work provided by our division last year included work in the parks buildings, Fire House, Community Center, Utilities building, and the downtown outdoor outlets.

DOWNTOWN PARKING: Part of our preventative maintenance program, in 2016, PPM hired a local contractor to crack seal, sealcoat and line stripe of the Southeast and Southwest Quadrant Parking Lots downtown as well as the City Hall Parking Lot.

OUPS: As a division, we are responsible for marking all of the City's electrical and signal wire that is buried underground. We received 2822 tickets in 2016, all requiring a response, out of that 95 needed to be physically marked.

FLEET and VEHICLE MAINTENANCE GARAGE

The Fleet and Vehicle Maintenance Department consists of a supervisor and 2 mechanics with job duties that include maintaining and repairing over 270 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 a few of the areas in which our maintenance team utilizes their expertise:

- Approximately 1200 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 vehicles 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 400 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 change 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 700 man-hours were spent on performing electronic repairs. This includes install of new equipment in Police cars, (camera's, radios, lights, etc.) Also the install 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 own equipment. Installing of 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 need of the install.
- 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 high speed capability and hard braking potential need constant monitoring and maintenance. Vehicle safety for our police cars is kept in house so as to assure that they are being maintained for not only our officer's 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 800 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.

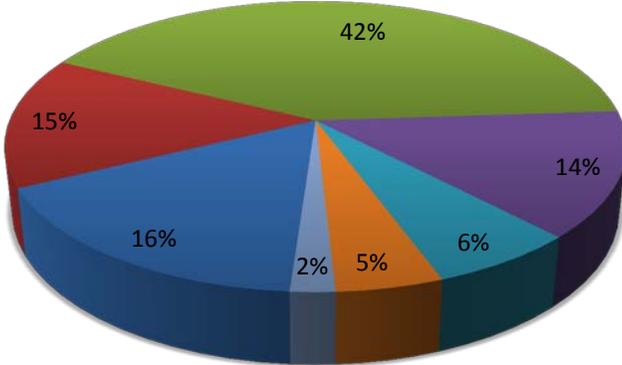
Our mechanics also serve in other capacities within the PPM Division which includes snowplowing and ice control. Since we have no true parts department or parts manager, our mechanics are also responsible for stocking and obtaining their own parts from our in stock inventory. Our mechanics also attend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

With 642 work orders completed by our two mechanics in 2016, 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 then 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 via an outsourcing cheaper simply due to the fact that 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;

- Medic 1305 repairs to Canton Truck Sales - \$4600.00
- Medic 1307 repairs to Canton Truck Sales - \$1800.00
- Street Sweeper transmission replaced by Western Branch Diesel - \$8000.00
- Fabrication of four new Leaf Boxes by Concord Road Equipment - \$28,800

Garage Work Orders Totalled \$381,100

- Police
- Fire
- PPM - Street, Storm Water, Traffic, Parks
- Outsourced Work
- Water - Plant, Dist, Meters
- Sewer - Plant, Collection
- Rec/Comm, Planning, Bldg Stds, Finance, Admin, Eng, IT



Administrative Support

Office Duties:

- Daily customer/vendor contacts through phone, email and in person exceed 25 per day.
- 450+ purchase orders were entered that spread out across over 300 vendors and 40 different cost centers. This involves the processing of over approximately 1,000 invoices annually.
- Justified the Santmyer commercial fuel accounts for the entire city fleet including fuel cards and maintained employee PIN numbers. (62 individual reports reconciling on average 100+fuel transactions from 25 different divisional payment sites) Paying out \$158361.38
- Paid out \$11,443.09 in Santmyer off-road fuel for 219 annual transactions.
- Maintain license plates and registrations for the 223 City vehicles and trailers from 20 departments including the Hospital with the BMV.
- Keeping the City's asset insurance records for the 223 City vehicles and trailers for the City's insurance carrier.
- Payroll tracking and processing for 20 fulltime employees, 6 seasonal employee and 11 temporary employees during leaf season.
- Documented and processed 205 truckloads (4921.05 ton) of road salt into inventory.
- Tracks and recorded 642 work orders for Garage reimbursements to 18 City divisions, totaling \$381,105.51.
- We also process credit card transactions and employee reimbursements throughout the year.

Summary report of the PPM Department by Curt Denning, PPM Manager

Public Properties Maintenance Division – 2016 Mission, Goals and Their Attainment

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2017 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 to the core values listed below.

PPM Mission: *The mission statement of the PPM Division is through a cost-effective manner, 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.

2016 PPM Goal: To ensure the personnel that are employed are working to their fullest potential and completing the jobs and tasks which are assigned to them each day in a prolific manner.

1. Track work on a daily bases with weekly/monthly planning of projects and tasks to be performed.
 - a. *Listed projects/tasks and monitored progress by each department; Street, Park, Traffic, Shade Tree 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.
 - a. *OUPS was notified prior to digging (if needed)*
 - b. *Materials for projects were ready for the crews prior to starting each project*
 - c. *Projects were explained in detail to the personnel/crews*

3. Notifying the residence of snow and ice removal operations.
 - a. *With the use of emails and other social media's such as Facebook and Twitter we continued to notify a mass amount of people quickly with these tools.*
 - b. *Snow/Ice Control flier was sent to all utility customers briefly explaining the operations of the Division when it comes to handling winter storms.*

2017 PPM Goal: To ensure the personnel that are employed are working to their fullest potential and completing the jobs and tasks which are assigned to them each day in a prolific manner.

1. Track work on a daily bases with weekly/monthly planning of projects and tasks to be performed.
 - a. *List projects/ tasks and monitor progress by each department; Street, Park, Traffic, Shade Tree 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.
 - a. *OUPS will be notified prior to digging (if needed)*
 - b. *Materials for the project will be ready prior to starting project*
 - c. *Projects will be explained to the personnel/crews*
3. Notifying the residence 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.*

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.

2016 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 received monthly staff meetings that included safety briefings. Several employees attended specific trainings 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 work force
 - a. *We continue to research alternatives to improve on how we currently collect leaves. The focus was to improve services in a better timely manner to the residence.*

3. Look for the most cost effective and reliable local resources to contract work where possible, freeing our staff to focus on 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 2016.*

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 - a. *Employees will receive monthly staff meetings that include safety briefings. Several employees will attend specific trainings 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 work force
 - 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 residence.*
3. Look for the most cost effective and reliable local resources to contract work where possible, freeing our staff to focus on 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 2017.*

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

2016 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 forest and parks

1. Promote and manage our urban forest to its maximum providing water run off control, carbon sequestration and aesthetic beauty
 - a. *We planted approximately 100+ new trees throughout the year to offset the natural decline in our canopy and for the 40th year in a row we also celebrated this achievement by hosting the Northeast Ohio Tree City USA Ceremony program.*
2. Continue to address area of concerns in the Storm Water Pollution Prevention Plan
 - a. *Citywide sweepings done throughout the year with downtown sweepings occurring every Friday from May thru October, PPM collected and properly disposed of 375 ton of debris and litter.*
 - b. *Storm Water Training Meeting were conducted to ensure we are complying with the Storm Water Pollution Prevention Plan.*

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1. Promote and manage our urban forest to its maximum providing water run off control, carbon sequestration and aesthetic beauty
 - a. *We will continue to plant approximately 200+ new trees throughout the year to offset the natural decline in our canopy and for the 40th year in a row will be working to achieve the accreditation and recognition through the national Tree City USA program.*
2. Continue to address area of concerns in the Storm Water Pollution Prevention Plan
 - a. *Quarterly citywide will sweepings will be done throughout the year with downtown sweepings occurring every Friday from May thru October.*
 - b. *Safety meetings will be conducted with the assistance from 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.

2016 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 we conveyed to our staff the importance of working to accomplish the most efficient and effective ways in performing projects or tasks.
2. As a division our employees looked at 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 in a professional and courteous manner. By doing these types of things our integrity was demonstrated to others.

2017 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 in performing a project or task.
2. As a division our employees will look at 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 in a professional and courteous manner. 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.

2016 PPM Goal: Be transparent in all we do, 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 on a daily basis 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 need to be closed we gave as much notice as possible to the public through the radio, newspaper, Facebook and the City's website.*

2017 PPM Goal: Be transparent in all we do, 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 have worked closely and provided all assistance we could to every internal department that has requested us. We are directly addressing our public on a daily basis and whenever possible working 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.

2016 PPM Goal: Provide continual training opportunities for our staff and ensure the required safety equipment is in place and being properly used. Respond in a timely manner to all issues regarding safety on our streets, and in our parks and buildings.

1. Provide training such as competent person, confined space and work zone safety to protect our employees and the public
 - a. *Staff was sent to or provided training in Competent Person, Confined Space, and LTAP Work Zone along with monthly staff meeting presentations on subjects like equipment safety, snow and ice and heat stroke.*
2. Respond quickly to any safety situation we are made aware of such as pot holes 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 the 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 a 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 we felt they fit our work situation. Our office Account Clerk serves as vice-chair of the City's safety committee in order to better relate to the overall city program and need.*

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3. Never compromise safety for budgets or efficiency.
 - a. *We have added weekly tailgate talks, safety training and classes for our staff whenever we felt they fit our work situation. Our office Account Clerk serves as vice-chair of the City's safety committee in order to better relate to the overall city program and need.*
4. *Designate on person within the Division to coordinate/perform/track all work force safety and material handling safety for 2017.*

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.

2016 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 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 2016 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. *With the mild winter in 2016 the amount of salt needed drastically decreased from prior years. We continued to work with WPD on call-in responses to snow and ice issues.*

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 - a. *In 2017 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 under \$40.00 per ton we anticipate a significant savings to our overall cost of Snow/Ice Control. We will continue to work with WPD on call-in responses to snow and ice issues.*

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.

2016 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 our 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 pick up
 - a. *Snow Watch email has provided a clear communication line between all safety services, the Administration, press and Dispatch. We also utilized Facebook to report snow conditions, street work and 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, Shade Tree Commission as well as the Friends of Wooster Memorial meetings. New in 2016 was the introduction of the Wooster Citizen Government Leadership Academy which allowed citizens and business persons an in depth view of the operations at PPM.*

2017 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 our 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 pick up
 - a. *Snow Watch will continue to be utilized for clear communication line between all safety services, the Administration, press and Dispatch. We will continue to utilize Facebook reporting snow conditions, street work and 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, Shade Tree Commission as well as the Friends of Wooster Memorial meetings. In 2017, plans are being made to continue the second class of the Wooster Citizen Government Leadership Academy which will allow citizens and business persons an in depth view of the operations at PPM.*