

2015 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

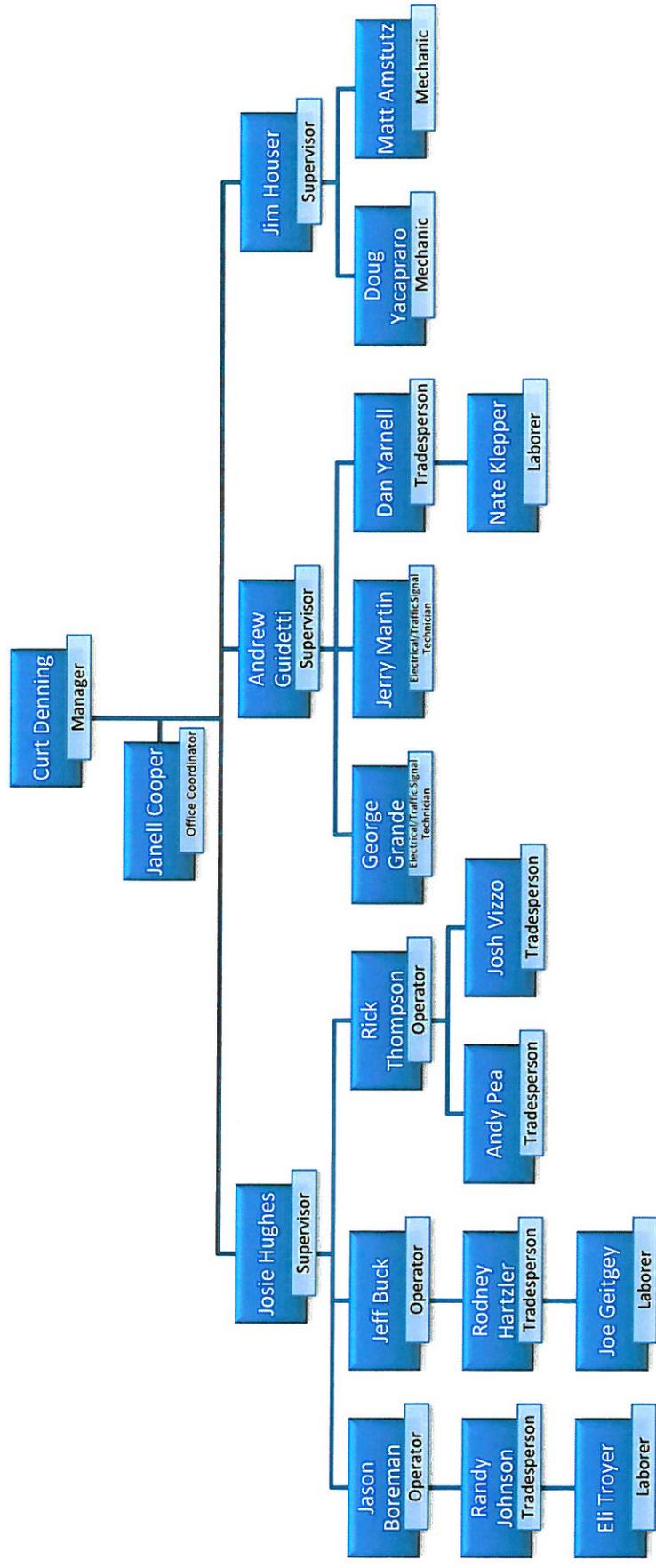
Tradespersons: Rodney Hartzler, Randy Johnson, Andy Pea, Josh Vizzo and Dan Yarnell

Laborers: Matt Geitgey, Nathan Klepper and Eli Troyer



Public Properties Maintenance Division

Organizational Chart



Executive Summary

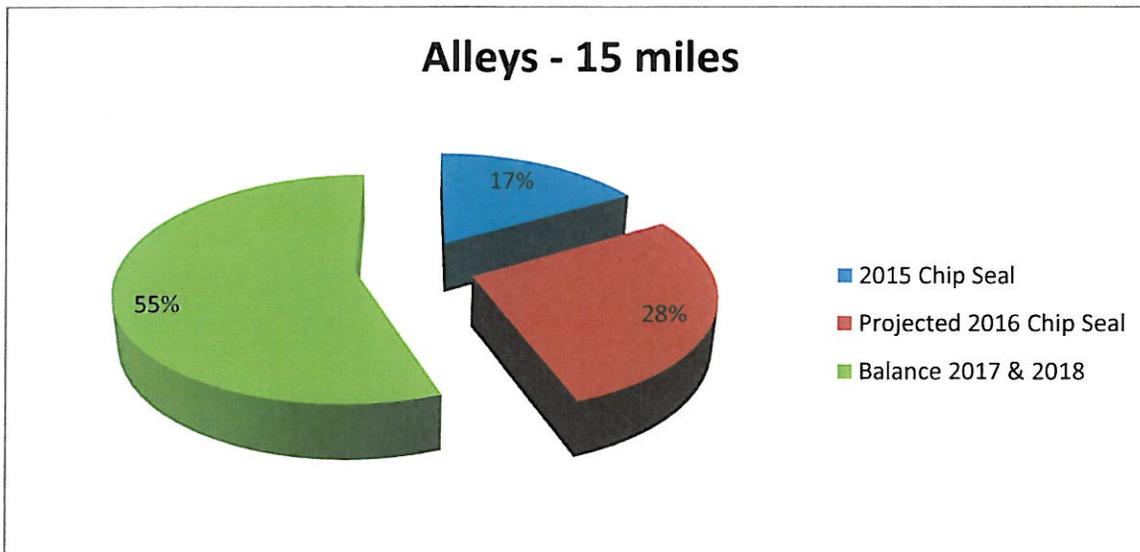
2015 In Review

Public Properties Maintenance Division

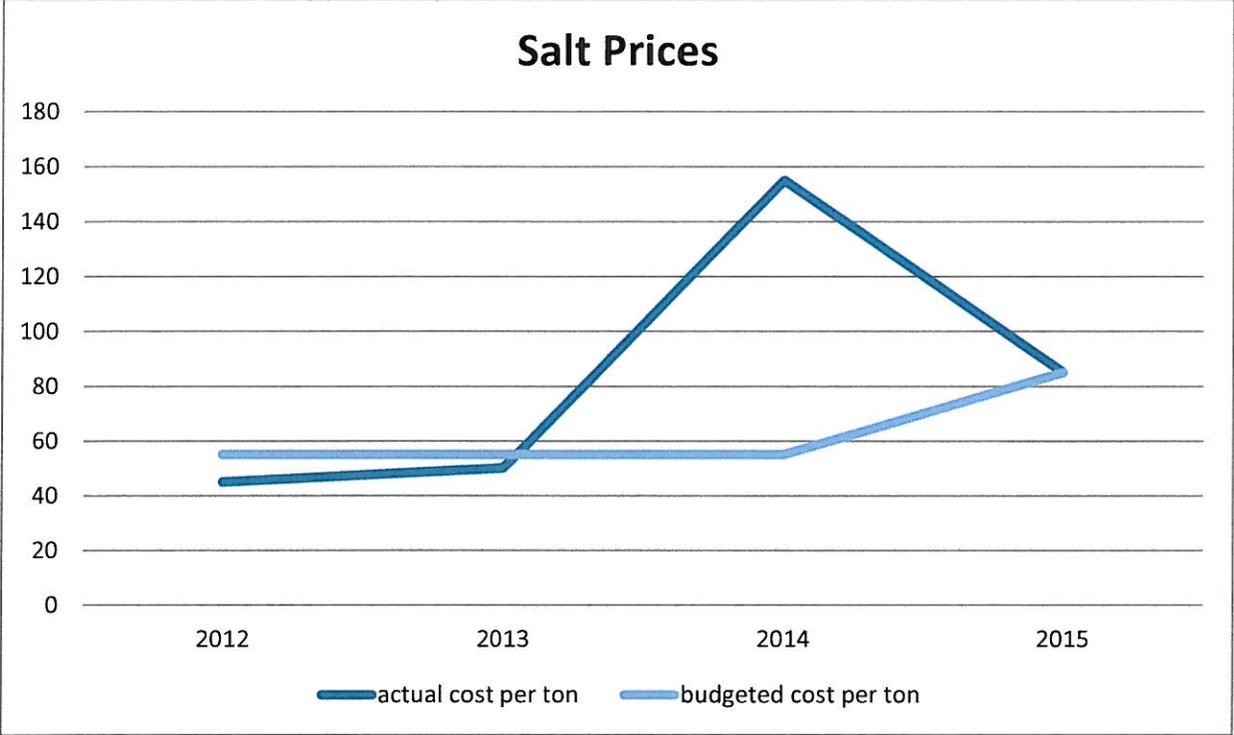
PPM OVERVIEW

In 2015, the PPM Division was responsible for the maintenance of the following; Streets, Storm Water System, Public Properties/Parks, Shade Tree/Urban Forestry, Traffic Signals, Signage, Pavement Markings and Electrical. At PPM we are aimed to serve the citizens of the City of Wooster by providing a well maintained, safely travel city, which provides the highest quality of life we can within the means granted.

STREET MAINTENANCE: Throughout the year PPM is charged with the maintenance and repair of all of the city's street, highways and alleys. Approximately 10,000 potholes were filled with our Dura-patch machine and HPM (cold mix asphalt). With 133 center lane miles, PPM replaced approximately 375 cubic yards of concrete in streets. With the assistance of the Engineering Division, the City contracted two asphalt mill and fill projects that totaled approximately \$250,000. Completing these two projects improved the pavement condition by eliminating many troublesome potholes. Approximately 3 miles of alleys were chip sealed primarily on the south quadrant of the City. Many of the alleys had not had any type of preventative maintenance in many years.

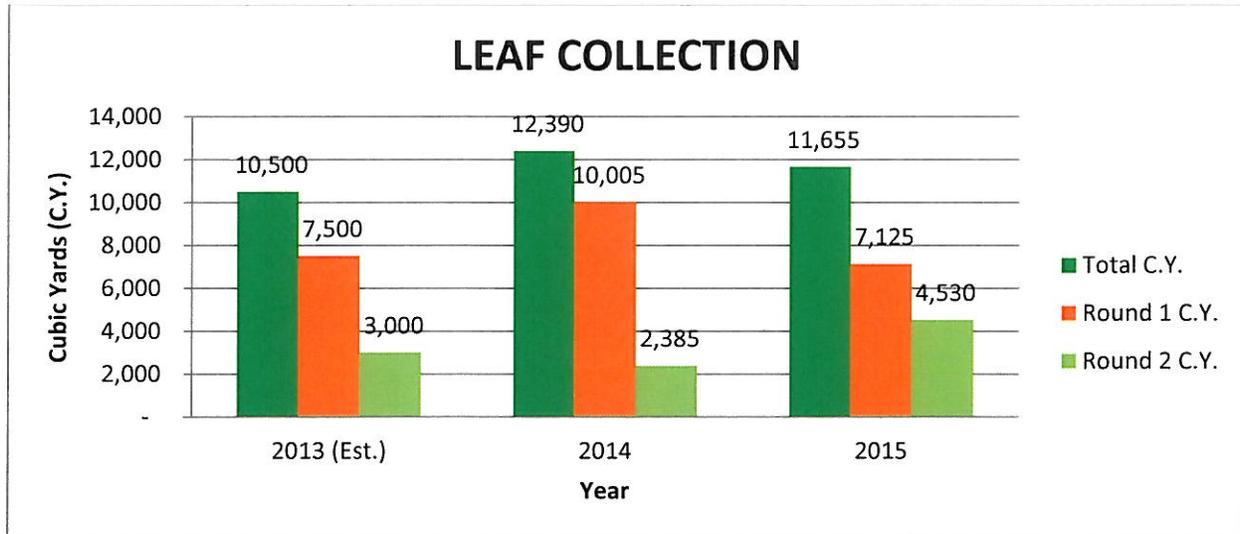


SNOW & ICE: With the cooler than normal temperatures and an increase in average snowfall we dedicated over 2000 man-hours clearing our streets of snow and ice, removing snow off over 270 lane miles inside the corporation limit for each round of routes. PPM applied approximately 6500 ton of rock salt throughout the season. With salt prices exceeding \$155.00/ton, which was not expected, the City appropriated an additional \$200,000.00 to get us through the season.



STORM SEWER: In 2015, the spring rains brought record rainfall to our area. Two major storm culverts failed due to the deterioration of the existing galvanized steel conduit. By using a local contractor, the roadways were closed and reopened within a couple of days on each occasion. Part of our departmental responsibility is to maintain our storm sewer system which includes storm sewer inlets. While cleaning our storm system we try to inspect each one of the inlets throughout the year. We spent over 600 man-hours repairing/cleaning the system. We spent another 355 operational hours sweeping streets. Some of the 270 curb miles were swept collecting 150 ton of sweepings and inlet debris. The debris was then disposed at an approved EPA landfill.

LEAF COLLECTION: PPM employees with temporary staffing help collected 777 loads of leaves with our leaf trucks this season. This is enough leaves (11,655 C.Y.) to fill the inside of the PPM Garage 15 feet high. This work takes approximately 4500 man hours and six weeks to complete.



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. In 2015, the City planted 150 trees in the fall to offset the natural decline in our canopy and for the 39th year in a row received accreditation and recognition through the national Tree City USA program. 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.

PUBLIC PROPERTIES/PARKS: In 2015, the City was fortunate 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 and re-constructing and painting Kiddie City. 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 looking to continue to do the same in the future. At PPM, we still maintain the routine maintenance 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 2015, 100% of our public properties and parks lawns were maintained under a contractual mow agreement.

CITYWIDE DIVISIONAL AND PUBLIC ASSISTANCE: We also support community events such as the annual 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 600 volunteers, in 2015, on 5-6 occasions in various locations throughout the City. PPM transported and set-up the Community stage for 8-10 events in 2015.

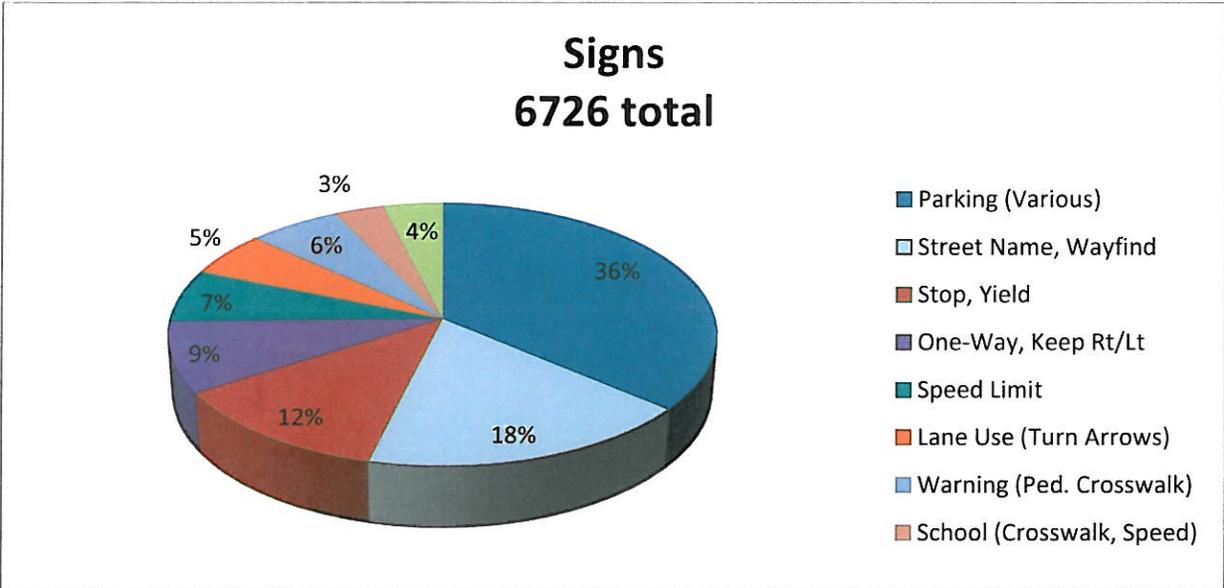
Traffic Signals, Signs, Downtown Lighting, Pavement Markings, Electrical and OUPS Location Marking

OVERVIEW

The traffic/sign department consists of two electrical/traffic technicians and half time Supervisor. The work done in 2015 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 division maintains and services 60 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: In 2015, the PPM Division contracted with MasterMind which is an inventory data collection company that provided software along with the physical inventory collection that was used to update the City’s traffic signage and pavement markings. Upon the completion of their work in the fall the City now has not only an updated list of signs, but also has a numbering system and a GPS location for each of its signs. Another benefit to the work that was performed was a sign replacement list report was generated. The report actually shows that we have 379 regulatory and warning signs were classified to be below the minimum retro-reflectivity standard (which was another feature that came with the work) and that these need to be replaced.



DOWNTOWN LIGHTING: In the downtown area 78 LED post top light fixtures were installed to replace existing 150 watt high pressure sodium fixtures. The payback on investment is estimated to be 3.5 years on the electric usage alone. The balance of the LED lighting project will be finished in early 2016. We also maintain the tower lighting at the interchanges of St.Rt.30 & St.Rt.3 and at St.Rt.30 & Madison Ave. This requires the process of lowering the lights down the tower and replacing the ballast or lamp of lights that are out. In 2015, most the light bulbs were replaced because they were burnt out or non-operational.

Pavement Markings: A pavement marking survey with data collection was performed by MasterMind. The City for the first time has records of all pavement markings and a 360 degree video showing the locations of such. In 2015, we were able to perform line stripping like in the past. With City equipment we painted 11.8 miles of centerline and 3.2 miles of edge line. Street painting or thermal plastic installation consists of railroad crossings, school crossings, crosswalks, turn arrows, stop bars, channelizing lines, curb-lines, and center-lines. The thermal plastic material alone equated to over \$20,000.00 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.

OUPS: As a division, we are responsible for marking all of the City's electrical and signal wire that is buried underground. We received 3165 tickets in 2015, all requiring a response, out of that 95 needed to be physically marked.

PPM Maintenance Garage

The Fleet 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:

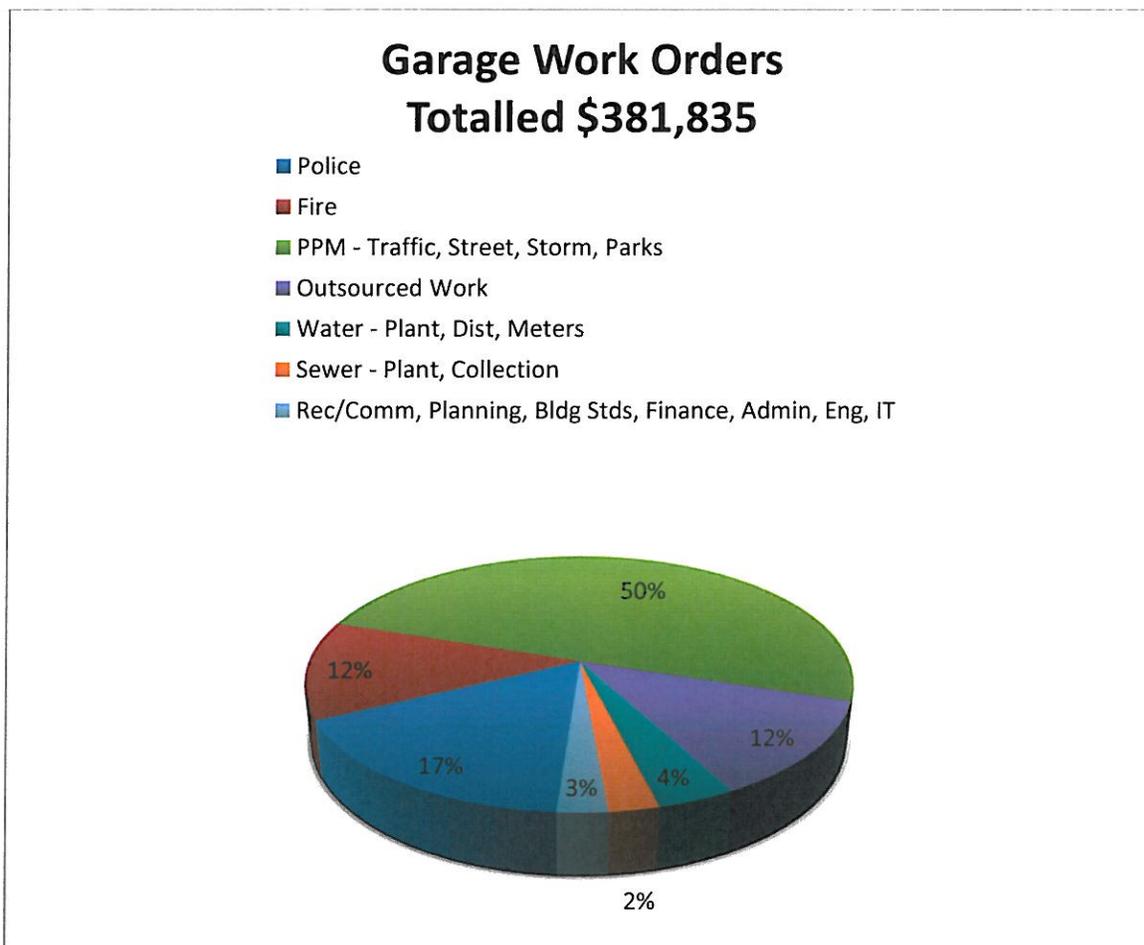
- Approximately 1000 man-hours were spent performing regular maintenance/service. This includes oil changes, tune-ups, belts, coolant exchange, etc. When a vehicle is brought into the facilities to be serviced it is given a total safety and overall mechanical check. Many of the vehicles maintenance issues 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 200 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 500 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 650 work orders completed by our two mechanics in 2015, 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 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 that we had contracted out include;

- Fabrication of new tubes for leaf loader, traffic cone basket, propane cart. Stage wagons reconditioned and attenuator support bracket to reinforce dump truck bumper (McCune Welding)
- Internal engine work, head replacements, injectors on 3 dump trucks, ambulance (Truck Sales & Service, Canton)
- Spring replacements and alignments on dump trucks, ambulance (Okey's Alignment)
- Front suspension work and fuel injector on 2 backhoes (Southeastern Equipment)



Administrative Support

Office Duties:

- Daily customer/vendor contacts through phone, email and in person exceed 50 per day.
- 600+ purchase orders were entered that spread out across over 200 vendors and 18 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. (54 individual reports reconciling on average 100+fuel transactions from 20 different divisional payment sites) Paying out \$248,295.98
- Paid out \$21,508.04 in Santmyer off-road fuel for over 200 annual transactions.
- Maintain license plates and registrations for the 214 City vehicles and trailers from 20 departments including the Hospital with the BMV
- Keeping the City's asset insurance records for the 214 City vehicles and trailers for the City's insurance carrier.
- Payroll tracking and processing for 20 fulltime employees, 4-8 seasonal employee and 10 temporary employees during leaf season.
- Documented and processed 281 truckloads (6783.94 ton) of road salt into inventory.
- Tracks and records over 650 work orders for Garage reimbursements to 18 City divisions.
- 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 – 2015 Mission, Goals and Their Attainment & 2016 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.

2015 PPM Goal: To deliver clearer reporting in regard to actual work accomplished focusing on tasks and projects.

1. Clearer reporting using data driven project results
 - a. *Data shown in this report exceeds previous standards.*
2. Researching new methodologies for standard operating procedures
 - a. *New standards have been put in place for snow and ice control, paving, park maintenance and traffic controls*
3. Empowering employees with training to implement better work practices
 - a. *Employees are receiving monthly safety related videos and many have attended specific trainings such as playground safety, confined digs, high voltage electrical line safety and work zone set up.*

2015 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 and tasks to be organized by Street, Park, Traffic, Shade Tree and Vehicle/Equipment 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.

2015 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 are provided the opportunity to discuss methodology in how to improve the work that is being required to be performed.*
2. Research and test new equipment and products to better utilize our work force
 - a. *A new John Deere tractor and Tiger boom mower was ordered in 2015 improve the efficiencies and esthetics of the roadways and guardrails throughout the City. The tractor and boom mower will be ready to be utilized in the first quarter of 2016.*

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. *Along with the assistance of the Engineering Division the PPM Division contracted two separate Asphalt Mill and Fill Projects totaling close to \$250,000 to improve the pavement surface in the worst areas in the City.*
 - b. *We contacted with a local business to mow and landscape the majority of the City owned property including the parks in 2015. These contracts totaled*
 - c. *City parking owned parking lots and other various locations where snow and ice removal needed to be performed were also contracted to another local business.*

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1. Train, equip and empower our staff to make pertinent decisions regarding their daily task assignments
 - a. *Employees will receive weekly tailgate talks, monthly staff meetings that include safety and several have 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 will be researching alternatives on which we currently collect leaves each Fall. The focus would be to improve services in a better timely manner to the residence and decrease or eliminate all temporary labor.*
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. *Larger paving projects will be contracted out once again in 2015.*

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

2014 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. *Through contractor assistance and through our own well trained urban forestry crews we responded to multiple trimmings, removals and tree concerns from citizens, our own staff, the city school's bus garage and vendors to provide the highest quality urban forest we could. We planted 250+ trees this fall to offset the natural decline in our canopy and for the 39th year in a row received accreditation and recognition through the national Tree City USA program.*
2. Monitor our winter salt usage on City streets through an effective partnership with Safety Services and proper calibration of our equipment.
 - a. *PPM purchased about 20% of their total salt usage on an EPA approved salt product from Cargill called "ClearLane" that in some opinions reduced the amount of material we need to apply with each salting in the winter of 2014.*

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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.

2014 PPM Goal: To develop more open and accurate record keeping with less emphasis on more malleable financial data and more on actual work completed.

1. Track working projects and tasks to provide a clearer picture of where our funds and resources are being used.
 - a. *The PPM division reported work performed and on materials used instead of on financial expenditures. All projects and major work areas are now being monitored and reported to give a full accounting of man hours and results.*

2015 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.

2014 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. *We have purchased new safety equipment like our truck attenuator and signage in an attempt to protect our staff, reduce the man hours required to set up safety zones and to reduce the amount of area required in each in an attempt to lessen the impact on motorists. We have consciously worked with Engineering and local contactors such as Dominion Gas and local excavating companies to coordinate our work so as not to impact their areas.*

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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.

2014 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 are 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 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.*

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4. *Designate on person within the Division to coordinate/perform/track all work force safety and material handling safety for 2015.*

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.

2014 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. Research new products and equipment that will provide equal or higher levels of service while reducing manpower or material costs.
 - a. *We began using an amended salt product called ClearLane to treat streets. This product has the capability to melt at lower temperatures and clear snow and ice faster than traditional plain salt. This allowed us less trips per snow event with drivers and melted ice into the subzero temperatures we experienced this winter.*
2. Managing our greatest asset, our people to maximize productivity
 - a. *We have given our staff broad directives to set the direction of maintenance and then turned to them to find more efficient and more cost effective means of performing our functions. This has given our staff ownership and responsibility of our functions and therein has given the City a more effective work force.*
3. Acquire competitive bids and quotes, research costs and use the State purchasing system where possible to get the most value
 - a. *In 2014 we secured a contract for salt at \$32.50 per ton delivered. The current DAS State of Ohio bid is \$75 per ton FOB. We bid out 100% of our city wide mowing for 2014 and found we could save money and provide adequate services through this agreement.*

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2. Acquire competitive bids and quotes, research costs and use the State purchasing system where possible to get the most value

- a. *In 2015 we 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 significant increase in the cost of salt this year we are trying to use the least amount of salt and still make it safe to travel. We are continuing 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.

2014 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 has provided a clear communication line between all safety services, the Administration, press and Dispatch. We have also become heavily involved in Facebook reporting snow conditions, street work and closures and road conditions.*
- 2. Compile reports that clearly demonstrate results and track accountability
 - a. *As demonstrated in this annual report we are closely tracking the actual work being accomplished and projects completed in every department in the PPM Division. We are reporting routinely on this throughout the year and we are using the data collected to not only manage our operation more effectively, but to report our progress to the public.*
- 3. Open our operation to the public at every opportunity.
 - a. *We regularly attend the Parks and Recreation Commission meetings as well as the Friends of Wooster Memorial meetings.*

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