

# 2014 Public Properties Maintenance (PPM) Division

## Annual Report

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

**Manager:** Curt Denning

**Supervisors:** Andrew Guidetti, Jim Houser and Josie Hughes

**Account Clerk:** Janell Cooper

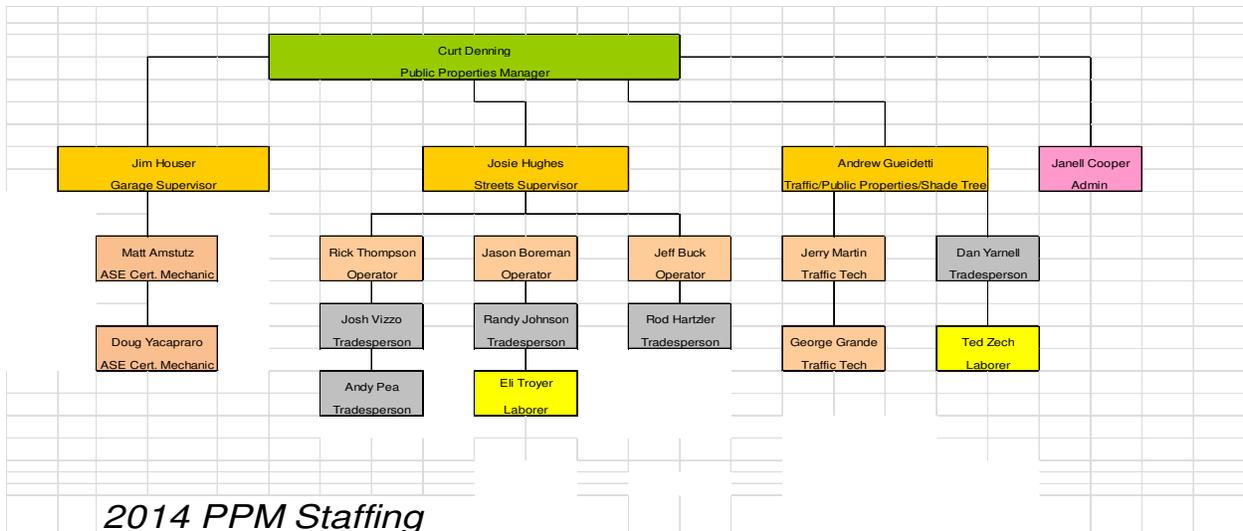
**Operators:** Jason Boreman, Jeff Buck and Rick Thompson

**Traffic Technicians:** George Grande and Jerry Martin

**ASE Mechanics:** Matt Amstutz and Doug Yacapraro

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

**Laborers:** Eli Troyer and Ted Zech



# ***Executive Summary***

## ***2014 In Review***

### ***PPM Streets, Public Properties and Shade Tree***

#### ***PPM STREETS & BUILDINGS OVERVIEW***

In 2014 the PPM Staff responsible for Streets, Storm Water System, Shade Tree, Buildings and Grounds 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.

**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 400 lane miles inside the corporation limit for each round of routes. We used approximately 9000 ton of rock salt. PPM purchased about 10% of their total salt usage on an EPA approved salt product called “ClearLane” that reduced the amount of material we need to apply with each salting in the winter of 2014.

**LEAF CLEAN UP:** PPM employees with temporary staffing help collected 825 loads of leaves this season. This was enough leaves to cover a football field over six feet high. It took over 5000 man hours and seven weeks to complete this work.

**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 2014 the City planted 225 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 and planting along with the downtown pots and hanging baskets.

**STORM SEWER:** 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 and 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 over 75 ton of sweepings. After pickup, the EPA mandates, we haul those sweepings to the landfill (Waynesburg Oh). A storage building was constructed in 2014 to temporarily house the City’s street sweepings until they can be disposed of properly at an approved landfill.

**PUBLIC PROPERTIES/PARKS:** In 2013 we have accounted for around 2900 man hours servicing our park systems facilities and playgrounds, including trash removal, mowing, maintaining restrooms, planting new foliage and controlling weeds in our bed areas. This is an area that has suffered the most with our re-organization, causing us to hire outside contractors, just to “keep up” with our 11 parks with over 700 acres, not to mention the entire city’s building locations we maintain. In 2014 100% or better of our public lands were under a contractual mow.

**STREET MAINTENANCE:** Throughout the year we are charged with the maintenance and repair of all of the city’s street, roads, and highways. With 133 center lane miles PPM replaced approximately 400 cubic yards of concrete in streets. The City also resurfaced many sections of streets that were in much need of repair caused from the severe weather in 2014. Approximately 2000 tons of asphalt was placed by City personnel and equipment. In total, if added together all these areas would amount to enough asphalt if laid contiguous could pave 1.5 miles of a typical residential street (22’ wide). Many other sections of street throughout the City were contracted out to local contractors through the Engineering Division.

**CITYWIDE DIVISIONAL AND PUBLIC ASSISTANCE:** We also support community events such as the annual July 4<sup>th</sup> 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 works with over 400 volunteers annually in 5-6 work days all over the City. PPM transported and set-up the Community stage for 10-12 events in 2014.

## ***Traffic, Signs, OUPS, Lighting, Painting & Electrical***

### **TRAFFIC OVERVIEW**

The traffic/sign division consisted of mainly one person for a majority of the year. This being stated the work done in 2013 was the most that could be done in an efficient manner and keep consistency through-out the city, as well as the daily duties of this department. The daily duties consisted of ordering material, housekeeping of vehicles and office, meetings, and logging of hours and jobs, snow plowing/salting, and training. This all constituted over 600 hours. Along with the previous duties we logged 137 hours in what is considered community service duties: setting out barricades for events, special event signage, downtown banners, Christmas decorations – lights, silhouettes, wreaths, etc.

The traffic division 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.

**TRAFFIC:** Last year we used just over 500 man-hours just to maintain the bare minimums of the maintenance. We worked in conjunction with Perram Electric to complete the maintenance of all the signals. The rest of the time spent on traffic were to fix cabinet issues, timing issues, lightning strikes, burnt out lamps/LEDs, and Rewiring Market St. and Liberty St., and Bowman St. and Spink St.

**SIGNS:** Signage in 2014 consisted of only of replacing and upgrading signs as they were knocked down. This department replaced (315) signs, that took just over 650 man-hours and that also included a 59 sign project for the Downtown parking areas. Street name signs accounted for 113 of the total that had been stolen or vandalized.

**OUPS:** We received (2,784) tickets in 2014, all requiring a response, out of that (68) needed to be physically marked. This was all accomplished in approximately 41 man-hours.

**LIGHTING:** For the decorative lighting along Beall Ave., Liberty St. and Market St. we used 158 man-hours in 2014 to replace lamps and ballasts of the 26 fixtures that were out and that also included 4 poles that were knocked down due to traffic accidents. 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 2014 our division spent 45 man-hours doing so. Not included in this time is the after dark time it takes to do a drive through and outage count.

**STREET PAINTING:** In the past years this division has provided all the street painting with our own employees. Street painting or thermal installation consists of railroad crossings, school crossings, crosswalks, turn arrows, stop bars, channelizing lines, curb-lines, and center-lines. Last year we had to contract out most of our line painting due to lack off man-power. We contracted out a total just over 32 miles of line at a cost of just over \$25,000. We still ended up installing \$20,000 worth of thermal line painting and 28 arrows at 13 different intersections, 16 Crosswalks, and 24 stop bars using approximately 280 man-hours.

**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. In those few locations we provided 80 man-hours of work.

## ***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 441 vendors and 24 different cost centers. This involves the processing of over approximately 2,475 invoices annually.
- Justified the Santmyer commercial fuel accounts for the entire city fleet including fuel cards and individual 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 of 50 fulltime/part time employees between 2 divisions and 13 departments as well as up to 10-20 seasonal and temporary employees.
- 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 process over 1250 credit card transactions and employee reimbursements annually.

## ***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:

- Over 1,000 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.
- Over 390 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.
- Over 490 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.
- Over 190 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 700 man-hours were spent doing 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 other purposes in the PPM Division. Both are on our regular snow plow routes so 1/6<sup>th</sup> of all hours spent in snow and ice control are done by our two mechanics. (Approximately 210 hrs.) 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 house inventory. Since they are usually one of the few employees who are in our facility all day they are also called on often to unload deliveries and work with our vendors. Our mechanics also attend safety and staff meetings, clean their garage area and do research to better understand needed repairs and or processes.

Beyond the 656 work orders our two mechanics processed in 2013 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 that we had contracted out include;

- Fabrication of new tubes for leaf loader. (Done @ Morrison Welding)
- Head gasket replacement on dump truck. (Done @ Truck Sales & Service)
- Rear springs replaced on dump truck. (Done at Okey's Alignment)

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

### *Public Properties Maintenance Division – 2014 Mission, Goals and Their Attainment*

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### *2015 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.

**2014 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 received weekly tailgate talks, monthly staff meetings that include safety and several 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 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.

**2014 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 receiving 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. *In the spring, we purchased a new vacuum style street sweeper.*

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 contacted with a local business to mow and landscape the majority of the City owned property including the parks in 2014.*
  - b. *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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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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2. Open our operation to the public at every opportunity.
  - a. *We will meet regularly as a Parks and Recreation Commission as well as the Friends of Wooster Memorial meetings.*