

# ***2020 Public Properties Maintenance (PPM) Division Annual Report***

The City of Wooster PPM Division consists of 22 full time employees and eight seasonal employees.

**Manager:** Curt Denning

**Supervisors:** Andrew Guidetti, Jim Houser, Josie Hughes, Mark Nussbaum

**Office Coordinator:** Janell Cooper

**Operators:** Jeff Buck, Andy Pea, Rick Thompson

**Tradespersons:** Travis Bower, Randy Johnson, Jason Kowalczyk, Eli Troyer, Dan Yarnell,

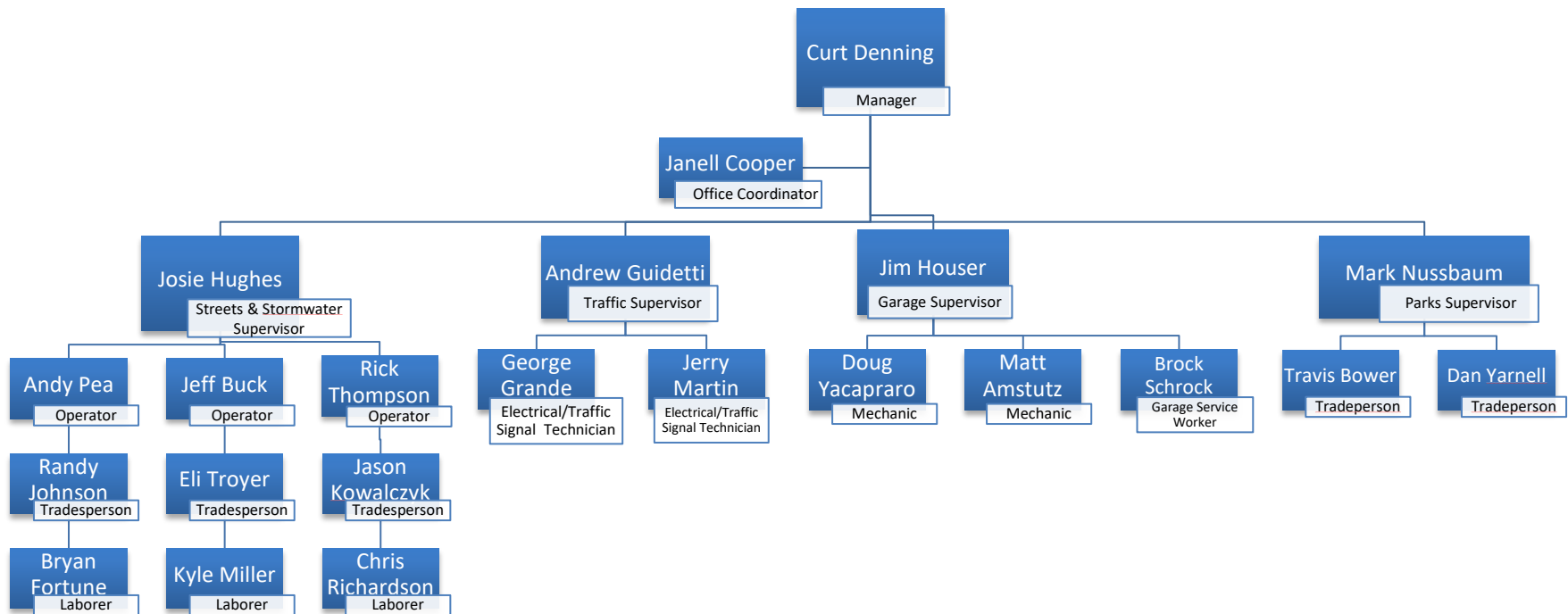
**Laborers:** Bryan Fortune, Kyle Miller, Chris Richardson

**Electrical/Traffic Signal Technicians:** George Grande, Jerry Martin

**Mechanics:** Matt Amstutz, Doug Yacapraro

**Garage Service Worker:** Brock Schrock





# ***Executive Summary***

## ***2020 In Review***

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

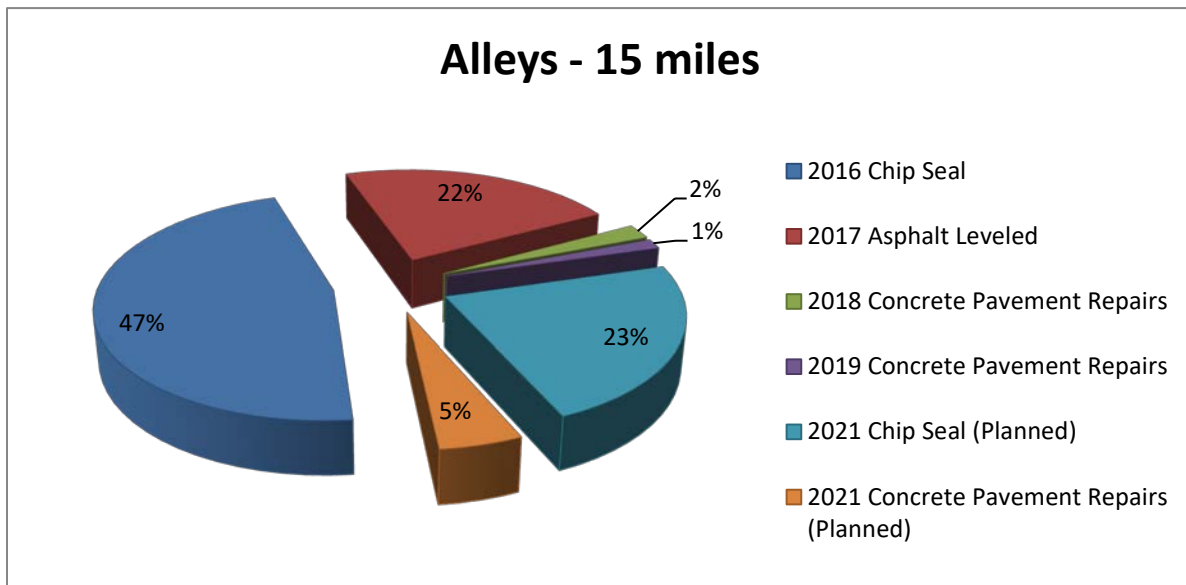
#### ***PPM OVERVIEW***

In 2020, the PPM Division was responsible for the maintenance of the following; Street Maintenance, Storm Water Drainage System, Parks, Urban Forestry, Public Properties, Traffic Signals, Signage, Pavement Markings, Electrical, and Fleet and Vehicle Maintenance. At PPM, our focus is to serve the citizens of the City of Wooster by providing: streets that are well maintained and safe for travel, parks to enjoy a picnic, get fit, have fun, play sports or just relax, and shade trees that are esthetically beautiful for all to admire. Providing these services at the highest level will preserve the quality of life all have come to appreciate residing in Wooster. All of this work is performed by a dedicated and hard-working staff of 22 employees. We are extremely proud of all that we've accomplished this year. PPM will continue to improve on all facets of our Division and are striving to make Wooster a place the citizens' are proud to call home.

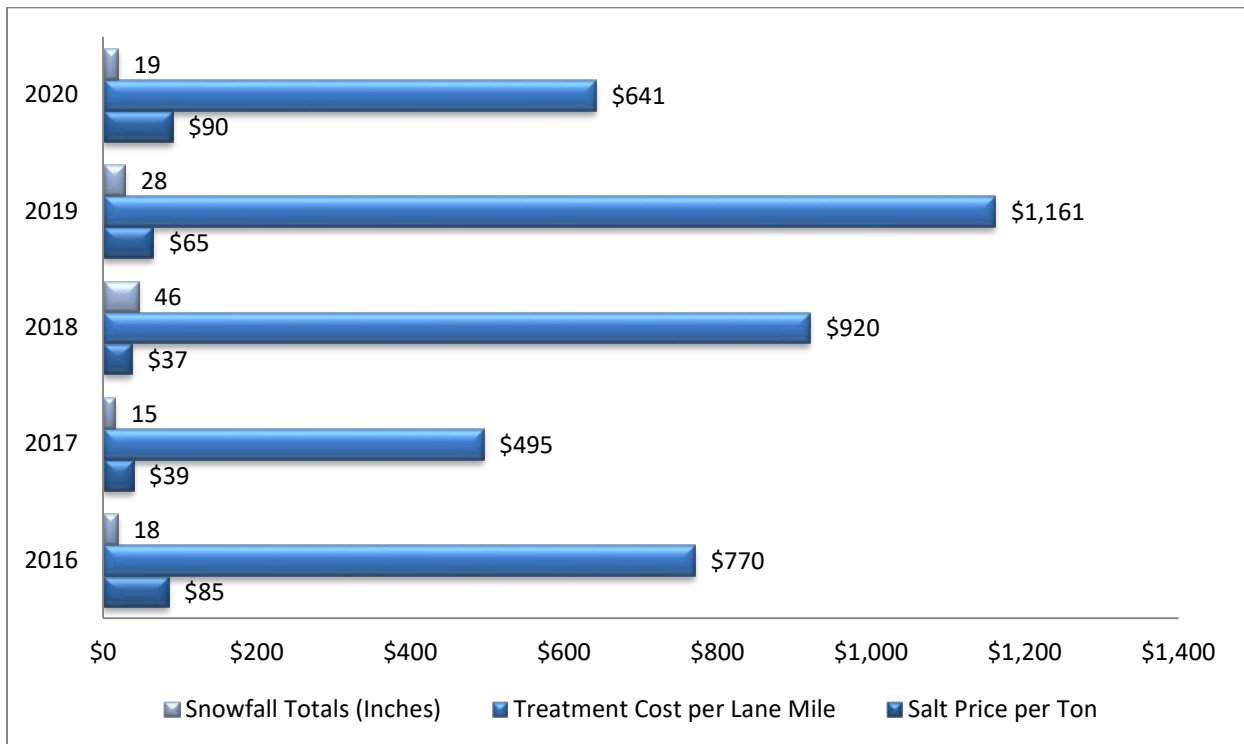
#### **STREET MAINTENANCE, SNOW/ICE CONTROL, STORM WATER DRAINAGE, LEAF COLLECTION:**

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

**STREET MAINTENANCE:** With 300 lane miles of roadway to maintain, approximately 1700 potholes were filled with our Dura-Patch machine and 75 ton of HPM asphalt (cold mix) was had applied by the City maintenance crews. PPM replaced approximately 200 square yards of deteriorated concrete in many streets throughout the City. Preventative maintenance is very important to preserving the conditions of our roadways with 4.37 lane miles of improved and unimproved (no curbs) residential streets were resurfaced as well as nearly 2.5 miles of streets sealed and chipped. Also, as part of our preventative maintenance, crack sealing of control joints in the concrete pavement and longitudinal/traverse cracks in the asphalt pavements and concrete roadways is essential. Filling these cracks prolongs the pavement life for many years. In 2020, PPM contracted this work out and over 216,000 linear feet (40.9 miles) of cracks were filled on asphalt and concrete pavement roadways throughout the City.



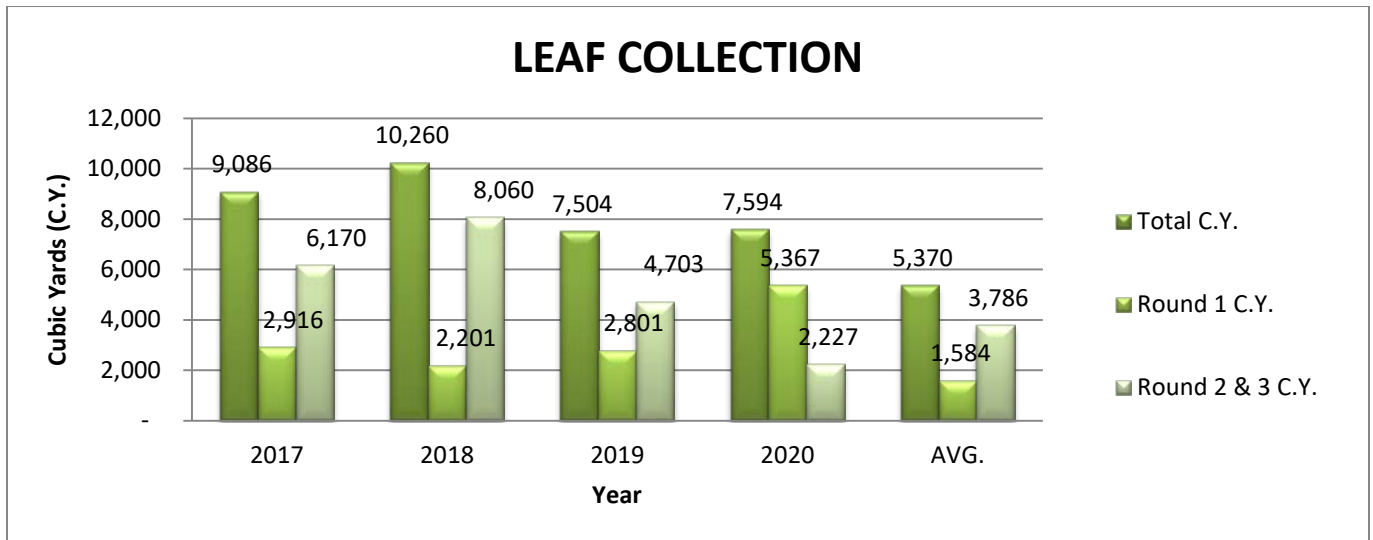
**SNOW/ICE CONTROL:** In 2020, our crews treated the roadways throughout the City on 19 occasions with snowfall totals of approximately 19 inches. PPM dedicated over 1200 man-hours clearing our streets of snow and ice. Clearing snow and ice off nearly 330 lane miles inside the corporation limit for each round of routes takes on average eight hours once the snow stops. PPM applied nearly 2000 ton of rock salt throughout the winter season. With salt prices at \$89.51/ton, a total of nearly \$235,000 was spent on salt alone.



**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, our PPM crews were able to inspect and clean each inlet throughout the entire City. The cleaning and inspection of inlets accounted for about 700 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 and

replacements to 25 inlets along with contractors doing another 40 locations throughout the City. We spent another 381 operational hours sweeping streets. The majority of the 250 curb miles were swept once and others multiply times throughout the year collecting 267 ton of sweepings and inlet debris. The debris was then hauled and disposed of at an approved Ohio Environmental Protection Agency landfill.

**LEAF COLLECTION:** PPM employees with the assists of two temporary hired CLD truck drivers collected 675 loads of leaves with our leaf trucks this season. This is enough leaves (10,000 C.Y.) to fill a regulation size basketball court 60 feet high or a football field 4.8 feet high or approximately 45,000 loosely filled waste containers that are used for residential curbside pickup. This leaf collection season accounted for more than 4500 man-hours and 31 workdays to complete.



## **PARKS and URBAN FORESTRY:**

PPM is responsible for the maintenance of over 800 acres of designated park lands throughout the City, including 328 acres at Wooster Memorial Park. With close to 4000 shade trees that are growing in the tree lawn (area between the street and the sidewalk) our crew spends approximately 3000 man-hours pruning, trimming, removing and planting new trees each year.

**PARKS:** At PPM, we perform all of the routine maintenance responsibilities that are associated with the parks like: trash removal, playground inspections and repairs, building and structure repairs, tree maintenance, parking lot maintenance and planting new foliage along with other improvements when time allows. In 2020, 100% of our public properties and parks lawns were maintained under a contractual mow agreement.

The Covid 19 crisis had a big impact on how the city parks were managed and maintained in 2020. The city saw a considerable increase in attendance at our hiking and walking path locations. Signs were placed in these locations asking patrons to enjoy the parks while making sure to socially distance themselves.

Restroom cleanings were increased and all of the playground equipment was put on a frequent disinfecting schedule throughout the Spring and Summer. Due to restrictions set by the State of Ohio, city basketball court use was prohibited, pavilion rentals were not accepted and social distancing guidelines were put into place for our tennis and pickleball court locations. The use of the parks basketball courts and pavilion rentals are currently still prohibited per the State of Ohio guidelines.

Many upgrades and improvements were made to our parks 2020. The following list illustrates most of the major items: at Christmas Run Park new playground mulch was installed, the pickleball courts had cracks in the playing surface repaired and the Finn pavilion and restroom building were painted. At Oak

Hill Park the walking paths were seal coated and large scale prairie maintenance mowing was performed. Freedlander Park saw a major upgrade to the parking lot, with new pavement, islands and trees. The Houser pavilion and restroom were both painted with updated color scheme to match the newly painted chalet. The deteriorating observatory building was also removed. The Disc Golf Course was mowed, trimmed and had mulch installed in high traffic areas. The Freedlander Park and Knights Field playgrounds had new playground mulch installed as well. Wooster Memorial Park saw increased attendance due to the Covid 19 pandemic with many people enjoying socially distanced exercise.

The PPM Division continues to partner with the Friends of Wooster Memorial Park in maintaining its 328 acres at WMP. This partnership is essential to the upkeep of WMP and we're grateful to work with their Board and all its members. We again contracted with Service Master to clean and maintain our restroom facilities in all of our parks four days per week and are planning to continue to do the same in the future.

**URBAN FORESTRY:** The City maintains approximately 4000 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. 2020 marked the 44th Anniversary of being recognized through the National Tree City USA program. We are extremely proud of this accomplishment. To finish 2020, the City planted another 119 trees in late fall to offset the natural decline in our canopy. Urban Forestry is also responsible for the City's landscape beds in the Downtown area of the City and the plantings of the downtown planter boxes and hanging baskets.

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



annual “Touch a Truck” program. But with the Coronavirus Pandemic all of these events for the most part were cancelled. We are hopeful that at least 75% of these events will return in 2021.

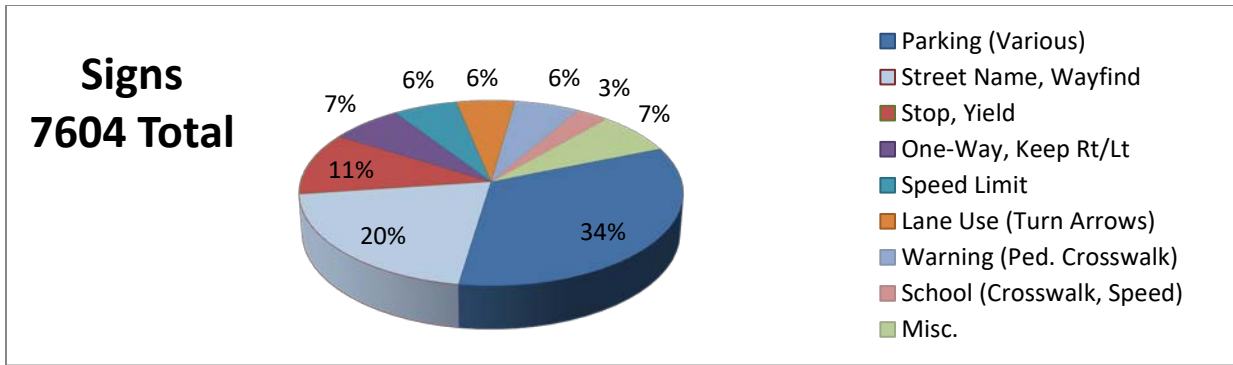
## **TRAFFIC SIGNALS, SIGNS, DOWNTOWN LIGHTING, PAVEMENT MARKINGS,**

### **ELECTRICAL and OUPS LOCATION MARKING**

The traffic/sign department consists of two electrical/traffic technicians and half time Supervisor. The work done in 2020 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, 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 eight flashing sign groups throughout the City of Wooster. This includes the duties of emergency calls, cleaning signals and cabinets, replacing filters, replacing burnt out lamps/LEDs, verifying timings, programming (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 2020, a total of 585 signs were replaced due to falling below the minimum retro-reflectivity standards, damaged or stolen. All these new signs were made in our sign shop. The average savings to make each sign versus purchasing them is approximately 25% savings.



**PAVEMENT MARKINGS:** In 2020, PPM performed line striping throughout the City. With City personnel and equipment, we painted 61.8 miles of yellow centerline and 5.4 miles of dashed centerline. 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 over \$30,431.00 spent.

**ELECTRICAL:** As well as the traffic, signage, painting, and lighting this division also takes care of the City’s electrical issues. The duties include any remodel projects, additional devices needing installed, interior lighting issues, and any electrical related service calls to City Facilities. The electrical work provided by our division last year included work in the parks pavilions, North Buckeye Street Parking Lot, fiber optic and cameras were added to the Center Green and alley’s downtown and the downtown tree well outlets. Five light pole knockdowns were replaced due to damage. Also, four pedestrian signal poles were damaged or replaced, most likely by semi-truck traffic.

**DOWNTOWN PARKING:** North Street Parking Lot was seal coated to preserve the pavement life and then paint restriped by a contractor.

**CENTER GREEN, GREEN SPACES AND PEDESTRIAN WALKWAYS:** New video cameras installed to assist in safety and vandalisms.

**OUPS:** As a division, we are responsible for marking all of the City's electrical and signal wire that is buried underground. We received 2814 tickets in 2020, all requiring a response, out of that 82 needed to be physically marked.

### **FLEET and VEHICLE MAINTENANCE GARAGE**

The Fleet and Vehicle Maintenance Department consists of a supervisor, two mechanics and one garage service worker 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 general areas in which our maintenance team utilizes their expertise:

- Approximately 1500 man-hours were spent performing regular maintenance/service. This includes oil changes, tune-ups, belts, coolant exchange, etc. When a vehicle is brought into the facilities to be serviced, it is given a total safety and overall mechanical check. Many of the 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 1300 man-hours were spent performing drive train repairs. This includes tire replacement/repairs, transmission service/repairs, wheel bearings, shocks, springs, etc. Our department stocks many of the standard tires in house for quick tire 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 1100 man-hours were spent on performing electronic repairs. This includes installation of new equipment in Police cars, (cameras, radios, lights, etc.) Also the install and

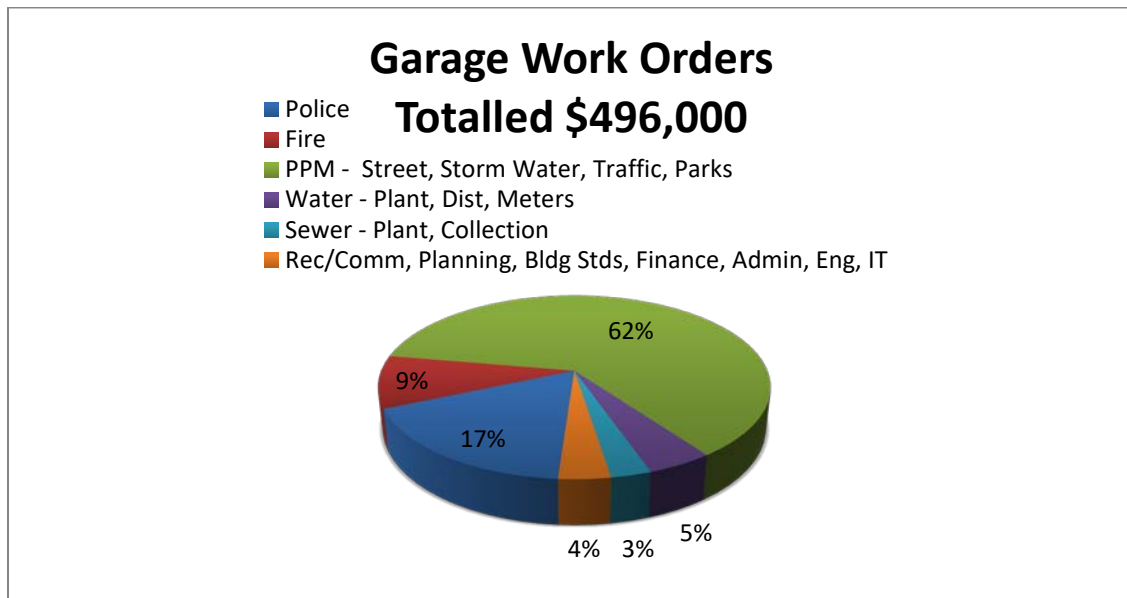
repair of emergency and safety lighting on other divisions' equipment, etc. Our installer is often called by the equipment vendors to seek information on how to install or program their own equipment. Installing of electronics often requires taking out dashboards, ceiling headers, truck liners and vehicle 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 officers' safety, but that of the public. Many of our larger trucks and loaders haul heavy loads under adverse conditions and proper braking is a safety essential.
- Over 200 man-hours were spent doing hydraulic repairs to snowplows and other heavy equipment used by PPM and Utilities. Also included in these man-hours is the fabrication of needed parts or welding work to repair components. This includes repairs to trailers, dump beds, backhoe buckets, brackets for lights/radios, etc. The ability to fabricate parts in our shop enables us to do custom installs on police and fire units. It allows us to extend the life of equipment by remanufacturing parts to keep a unit operational and it saves us time and money in not having to go to an outside source to have a custom piece built.

Our mechanics also serve in other capacities within the PPM Division which includes snowplowing 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 723 work orders completed by our three mechanics in 2020, 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 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:

- Mid-Ohio Diesel - \$10,000
- Okey's Alignment - \$2000
- McCune Welding - \$47,000
- Pallotta Ford - \$5000



## ***Administrative Support***

### **Office Duties:**

- Daily customer/vendor contacts through phone, email and in person exceed 25 per day.
- Over 450 purchase orders were entered that spread out across over 376 vendors and 20 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. (63 individual reports reconciling on average 100+fuel transactions from 25 different divisional payment sites) Paying out \$143,000.00.
- Maintain license plates and registrations for the 228 City vehicles (218 City and 10 Hospital) and trailers from 20 departments including the Hospital with the BMV.
- Keeping the City's asset insurance records for the 228 City vehicles and trailers for the City's insurance carrier.
- Payroll tracking and processing for 22 fulltime employees, 8 seasonal employee (summer help) and 9 temporary employees during leaf season.
- Documented and processed nearly 150 truckloads (3600 ton) of road salt into inventory.
- Tracks and recorded 723 work orders for Garage reimbursements to 18 City divisions, totaling \$496,151.16.
- Approximately 400 weigh slips were justified to process over 3100 ton Bituminous Asphalt in the amount \$189,000
- 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 – 2020 Mission, Goals and Their Attainment*

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### *2021 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.

**2020 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. Tracked work on a daily bases with weekly/monthly planning of projects and tasks to be performed.
  - a. *Listed projects/ tasks and monitor progress by each department; Street, Park, Traffic, Urban Forestry and Fleet and Vehicle Maintenance*
2. Planned projects from the managerial staff that will assist in the work to be performed for the employees in the field.
  - a. *OUPS was notified prior to digging (if needed)*
  - b. *Materials for the project were ready prior to starting project*
  - c. *Projects were explained to the personnel/crews*
3. Notified citizens of snow and ice removal operations.

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

**2021 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.

4. 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, Urban Forestry and Fleet and Vehicle Maintenance*
5. Plan projects from the managerial staff that will assist in the work to be performed for the employees in the field.
  - b. *OUPS will be notified prior to digging (if needed)*
  - c. *Materials for the project will be ready prior to starting project*
  - d. *Projects will be explained to the personnel/crews*
6. Notifying the residents of snow and ice removal operations.
  - e. *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.

**2020 PPM Goal:** Strengthen the ability of our staff to make decisions and promote ideas. This can be accomplished through training, regular staff meetings and a departmental policy of seeking employees input into the work they perform.

1. Trained, equipped and empowered our staff to make pertinent decisions regarding their daily task assignments
  - a. *Employees received monthly staff meetings that included safety briefings. Several employees attended specific trainings such as playground safety, tree care and pruning, and safe chainsaw operations.*
2. Researched and tested new equipment and products to better utilize our work force
  - a. *We continued to research alternatives to improve on how we currently collect leaves. The focus was to improve services in a better timely manner to the residents.*
3. Looked for the most cost effective and reliable local resources to contract work where possible, freeing our staff to focus on other critical functions.
  - a. *We continued to contract most of the tree plantings throughout the City and 95% of the larger tree trimming and removal work with local vendors.*
  - b. *We continued to contract 100% of the park mowing and trimming.*
  - c. *Larger paving projects were contracted out once again in 2020.*



**2021 PPM Goal:** Strengthen the ability of our staff to make decisions and promote ideas. This can be accomplished through training, regular staff meetings and a departmental policy of seeking employees input into the work they perform.

1. Train, equip and empower our staff to make pertinent decisions regarding their daily task assignments
  - a. *Employees will receive monthly staff meetings that include safety briefings. Several employees will attend specific 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 residents.*
3. Look for the most cost effective and reliable local resources to contract work where possible, freeing our staff to focus on other critical functions.
  - a. *We will be contracting most of the tree plantings throughout the City and 90% of the larger tree trimming and removal work with local vendors.*
  - b. *We will continue contracting the park mowing and trimming, like in years past.*
  - c. *Larger paving projects will be contracted out once again in 2021.*
4. *Build on the enhancement of the City website particularly the PPM Division.*
  - a. *With the new website better highlight our Division by breaking out the separate functions that most people search for services.*
  - b. *Record 90-120 second videos demonstrating different operational tasks that we do.*

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

**2020 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. Promoted and managed our urban forest to its maximum providing water run off control, carbon sequestration and aesthetic beauty
  - a. *We planted 119 new trees throughout the year to offset the natural decline in our canopy and for the 44th year in a row being awarded as a Tree City USA.*
2. Continued to address area of concerns in the Storm Water Pollution Prevention Plan
  - a. *Citywide sweepings were performed throughout the year with downtown sweepings occurring every other Friday from May thru October. PPM collected and properly disposed of 371 ton of debris and litter.*
  - b. *Storm Water Training Meeting was conducted regularly to ensure we are complying with the Storm Water Pollution Prevention Plan.*

**2021 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 will continue to plant approximately 100+ new trees throughout the year to offset the natural decline in our canopy and for the 45th 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 sweepings will be done throughout the year with downtown sweepings occurring nearly 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.

**2020 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.

**2021 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.

**2020 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.*

**2021 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 will work closely and provided all assistance we can to every internal department that has requested us. We will directly address 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.

**2020 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. Provided education and training such as Traffic Control, Street Maintenance, Vehicle Repairs, Urban Forestry, Safety, etc. to protect our employees and the public.

- a. *Our staff was sent to or provided training in many different CEU's, Contact Hours and Re-certification course throughout the year. Some of them include: OPRA Conference, ISA/ODNR Training, NAPA Vehicle Repair Courses, Preservation Course, IMSA Traffic Control Courses, Storm Water BMP's, Hazardous Communications Training and BWC Tree Work Essentials.*
- 2. Respond quickly to any safety situation we are made aware of such as potholes or playgrounds.
  - a. *Potholes were placed on a list as soon as they are called in or reported. This list is checked daily and all major reports or damage claim sites are repaired in 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 Coordinator serves as vice-chair of the City's safety committee in order to better relate to the overall city program and needs.*

**2021 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. Provided education and training such as Traffic Control, Street Maintenance, Vehicle Repairs, Urban Forestry, Safety, etc. to protect our employees and the public.
  - a. *Staff will be sent to or provided training in various trades throughout the year.*
- 2. Respond quickly to any safety situation we are made aware of such as potholes or playgrounds.
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- 3. Never compromise safety for budgets or efficiency.
  - a. *We will continue to provide safety training and classes for our staff whenever we feel they fit our work situation. Our Office Coordinator serves as vice-chair of the City's safety committee 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 2021.*

**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.

**2020 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 2020, we continued to purchase all of the supplies, materials and services that were the most beneficial to the City.*
3. Monitor our winter salt usage on City streets through an effective partnership with Safety Services and proper calibration of our equipment.
  - a. *In 2020, our crews treated the roadways throughout the City on 19 occasions with snowfall totals of approximately 19 inches. PPM applied nearly 1955 ton of rock salt throughout the winter season. With salt prices at \$89.51/ton, a total of nearly \$175,000 was spent on salt alone.*

**2021 PPM Goal:** Look for the most cost effective means of accomplishing our goals and objectives while providing the expected levels of service required. Look for new and innovative ways of maintaining our City assets that will save money and provide higher quality levels of service.

1. Managing our greatest asset, our people to maximize productivity.
  - a. *We will give our staff definitive directives on how maintenance needs to be performed. This will speed up the process because there is no planning element involved for the staff. Our efficiency will be maximized by using this method and we will continue to obtain staff ownership and responsibility of our functions.*
2. Acquire competitive bids and quotes, research costs and use the State purchasing system where possible to get the most value.
  - a. *In 2021, 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 \$57.29 per ton we will make concerted efforts to assess our salt application rates most efficiently. We will continue to work with WPD on call-in responses to snow and ice issues.*
  - b. *With the use of liquid de-icing on all six frontline salt trucks, we should begin to see the effectiveness of the product and to decrease the amount salt needed to treat the roadways.*

**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.

**2020 PPM Goal:** Through media outlets like Facebook, WQKT and The Daily Record as well as the City website, provide up-to-date and pertinent information to the public. Provide facility tours and talks on PPM's role and responsibilities to any citizen or group who would request it.

1. Continue with media such as "Snow Watch" emails and expand its use to cover projects and major programs such as leaf collection
  - a. *Snow Watch email provided a clear communication line between all safety services, the Administration, News media and Dispatch. We also utilized Facebook to report snow conditions, street work closures and road conditions.*
2. Open our operation to the public at every opportunity.
  - a. *We continued to meet regularly as a Parks and Recreation Commission, Traffic Commission, Urban Forestry Commission as well as the Friends of Wooster Memorial meetings. The Wooster Citizen Government Leadership Academy was cancelled in 2020, so we missed out on that successful event. The WCGLA gives citizens and business persons an in-depth view of the operations at PPM.*

**2021 PPM Goal:** Through media outlets like Facebook and the Daily Record, provide up-to-date and pertinent information to the public. Provide facility tours and talks on PPM's role and responsibilities to any citizen or group who would request it.

1. Continue with media such as "Snow Watch" reports and expand its use to cover projects and major programs such as leaf collection.
  - a. *Snow Watch will continue to be utilized for clear communication line between all safety services, the Administration, News media and Dispatch. We will continue to utilize Facebook reporting snow conditions, street work closures and road conditions.*
2. Open our operation to the public at every opportunity.
  - a. *We will meet regularly as a Parks and Recreation Commission, Traffic Commission, Shade Tree Commission as well as the Friends of Wooster Memorial meetings. In 2021, plans are being made to continue the fifth class (2020 cancelled) of the Wooster Citizen Government Leadership Academy which will allow citizens and business persons an in depth view of the operations at PPM.*