

2023 Operations Update



Presented by: Joel Montgomery
Director of
Administration

Organizational Goals

Public Service



Public Safety



Economic & Community



Public Infrastructure



Quality of Life

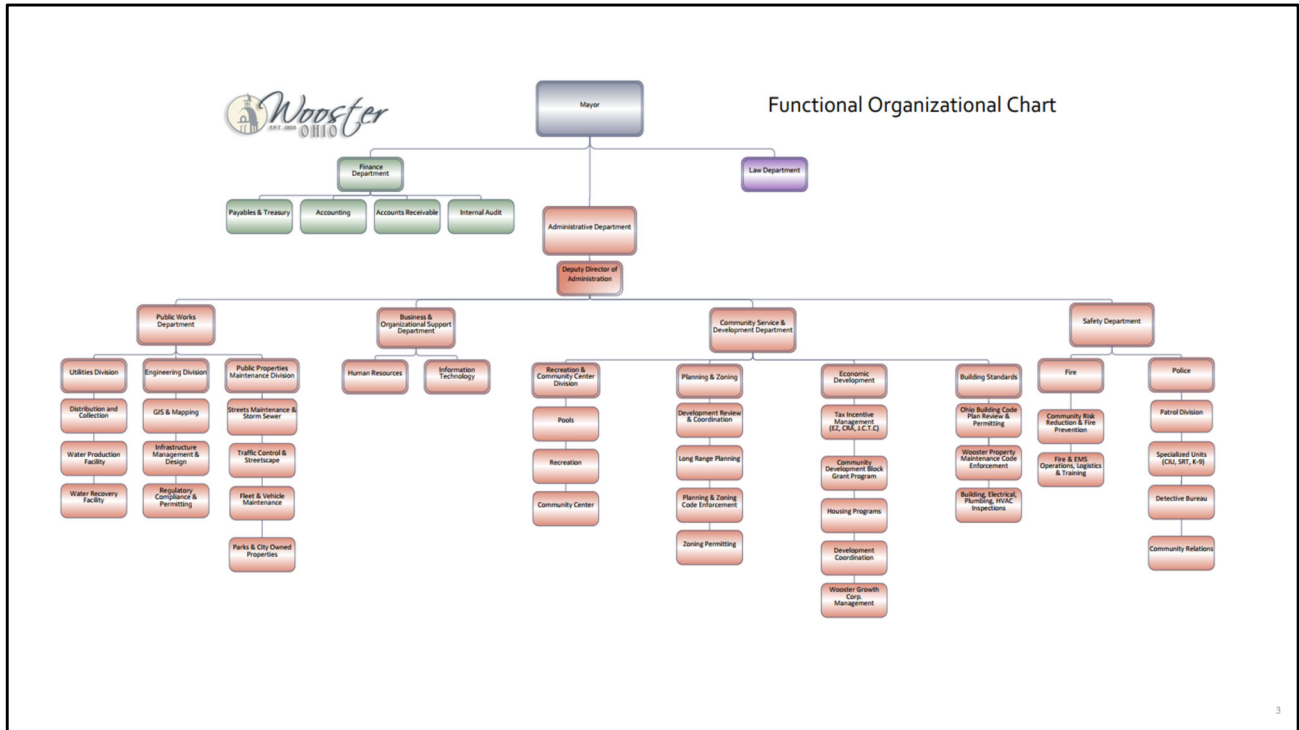


Public Participation



Introduction

Each City Department and Division has responsibilities in one or more of the Organizational Goals/Service Areas



“Functional” Org. chart → not positions or people

Four **departments** within the Administrative Department

- Each department contains 2 to 4 **divisions**
- 11 total divisions (11 managers)
- 7 managers report directly to Dir. of Admin
- 4 managers report directly to Deputy Dir. of Admin
- All work together collaboratively on projects, programs, and teams

PUBLIC SAFETY

POLICE

CHIEF FISHER



Our safety teams are led by seasoned veterans.

Chief Fisher has served for over 25 years, while Chief Saley has 18 years of service to the city.

We are fortunate to have such dedicated Chiefs in charge.

FIRE

CHIEF SALEY



Police Command Staff:

Assistant Police Chief – Scott Rotolo

Captain – Tony Lemmon

Captain – Victor Nedoma

Total Uniformed Officers – 36 officers, 5 Sgts

The Police Division is made up of the following divisions/units:

- Patrol Division
 - SRT (jointly with Orrville)
 - K9 (currently vacant, developing for Spring)
 - Bike
- Detective Bureau/Community Impact Unit
 - CIU
 - SRO/HRO
 - Community Relations

Fire Command Staff:

Assistant Chief – Scott Kiper

Assistant Chief – Don Keller

Total Fire & EMS Staff – 39 FF, 3 Captains, 1 inspector

The Fire Division is made up of the following divisions/units:

- Community Risk Reduction
 - Fire Prevention
 - Risk Reduction
- Operations/Training
 - Logistics
 - EMS
 - Fire



Training: Officers continued training thru 2023:

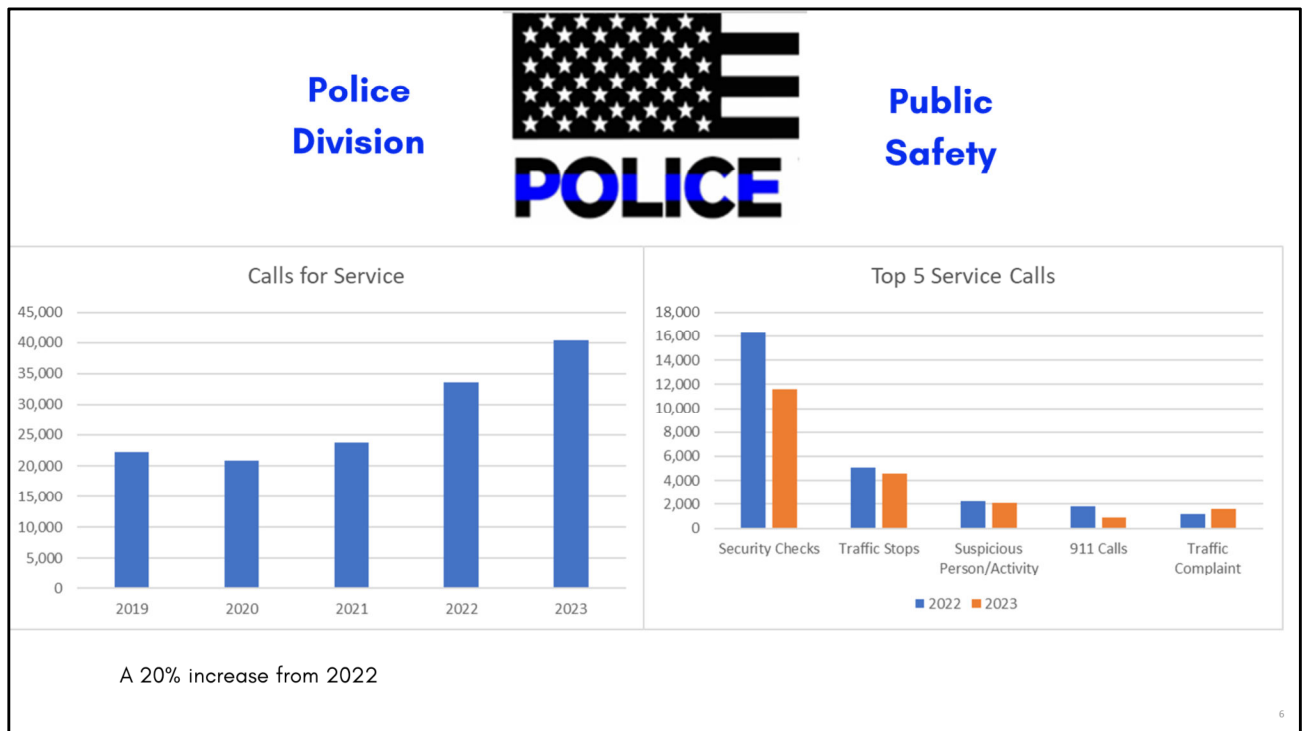
- Virtual Academy – Racial Profiling, Implicit Bias
- In-service training & advanced training – Defensive tactics, Interview & Interrogation, Emergency Ops Driving, Violent Offenders, Firearms, Taser
- Paul Butler Leadership Training
- FBI N.A. & FBI LEEDA
- Officer training is a continued emphasis and priority for our Police division – Citizens can be assured they are served by a highly professional & trained force

Community Outreach:

- Citizens Police Academy, Annual academy, completed 9 seasons with 123 graduates, 10th session underway with 16 students enrolled
- We were once again able to partner with Wooster City Schools for the Honorary Junior Police Officer of the month award.
- Feb & March - Right to Read
- May - Community Walk for National Peace Officers Memorial Day in May
- June – Special Olympics Torch Run
- We participated in Reading Under the Lights
- July – annual Five-0 Cookout at Bowman Beverage.
- September – Badges & Bobbers fishing derby – 15# carp caught by 7-year-old boy
- Nov & Dec - Stuff the Cruiser event was a great success providing gifts for over 286 kids.
- Wooster City Schools Business Advisory Council, School Safety & Security Committee
 - Chief Fisher, Asst. Chief Rotolo, Captain Lemmon
 - 24 safety exercises completed in 2023

Community Relations Officer position, currently vacant (Officer Hall now works for Judge Wiles):

- CRO Coordinates Honorary Junior Officer of the Month, Citizens Police Academy, Stuff a Cruiser, Downtown Business Liaison



Service calls increased 20% over 2022 due being proactive in providing business security checks and traffic enforcement.

Part 1 Offenses (major crimes) decreased 8%, although there was one homicide. Felony assaults increased from 31 to 44 in 2023 (42%).

CIU (Community Impact Unit) numbers:

- Arrests - 109
- Undercover Buys - 74
- Fentanyl Seized – 9.9 oz
- Methamphetamine Seized – 4.3 pounds
- Search Warrants - 31
- 13 firearms seized

Staffing Summary:

- New Hires = 2 new officers hired in 2023, Paul Hill and Luke Frantz
- 5 vacancies at present (2 will be an HRO's)
- 2 SRO's currently (Officer's Teichmer & Timko)
- 1 HRO currently (Officer Miller)
- Officer of Year - Chris Topovski

**Police
Division**



**Public
Safety**



Final Certification from the Ohio Collaborative for Safe Policing for Safe Communities. The WPD has proudly received this certification since the program's inception in 2016.

Agency	Agency Size	Group 1 Certified	Group 2 Certified	Group 3 Certified	Group 4 Certified	Group 5 Certified	Re-Certification Group
Apple Creek Police Department	13	✓	✓	✓	✓		
Doylestown Police Department	14	✓	✓	✓	✓	✓	✓
MEDWAY Drug Enforcement Agency	7	✓	✓	✓			✓
Mount Eaton Police Department	6	✓	✓				
Orrville Police Department	16	✓	✓	✓	✓		
Rittman Police Department	18	✓	✓	✓			✓
Smithville Police Department	7	✓					
Wayne County Sheriff's Office	59	✓	✓				
Wooster Police Department	50	✓	✓	✓	✓	✓	✓

Wooster PD was one of the first agencies to be certified by the Ohio Collaborative, and has been very progressive in tracking data, such as use of force, sharing that information transparently, implementing policies, and updating those policies, keeping the safety of our citizens and police force as the priority. U.S. Attorney General issued polices for chokeholds and no-knock warrants for Federal Law Enforcement & Police Agencies in September 2021. City of Wooster polices were already in substantial compliance to those “new” Federal policies. Wooster PD continues to be forward thinking, responsive, and sensible in our policies and procedures.



Operations

Fire Division Highlights:

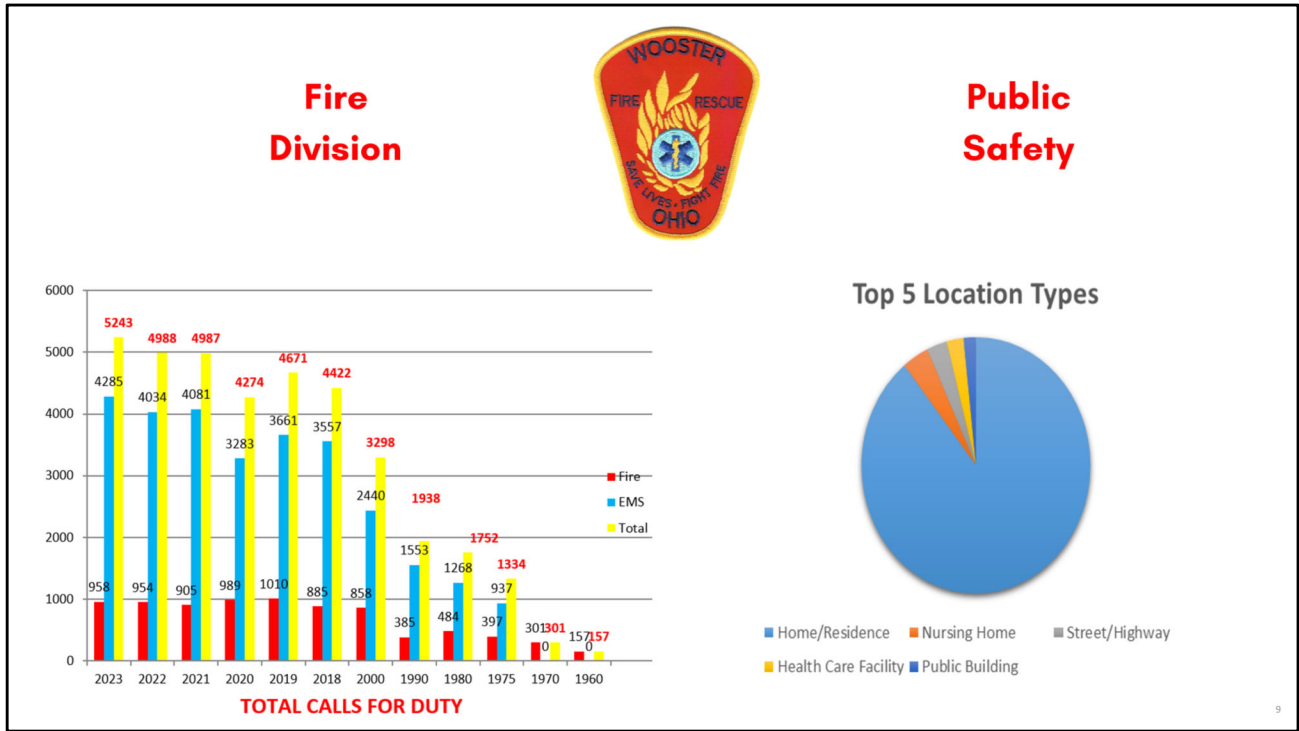
- Exceeded 5,000 calls for service for the first time
- Finalized purchase of 100' ladder truck (tentative completion in 2025) and replaced a work truck with a Ford F150 Lightning
- Station #1 Renovation underway, tentatively complete fall 2024 – temporary station on Mechanicsburg Road
- Spotlight for drone for nighttime use
- Several Retirements & Promotions to FF, Lieutenant(s), Captain, and Asst. Chief
- Firefighter of the Year – Lt. Kristen Brockway-Priest

Activity & Training Statistics:

- Training - Completed 4,749 Hours of training, including; confined space and haz-mat refresher, a leadership class for officers, ice rescue, and numerous other trainings.
- Completed 82 Plan Reviews
- 735 Fire Prevention Activities
- 302 Fire Inspections

Property Value Saved = \$1,456,812,630 (Over \$1 Billion)

- Three incidents equaled over \$700MM (Large Industrial)



Calls for Service Summary:

5,243 in 2023; Fire = 958 (18%), EMS = 4,285 (82%). (Total calls for 2022 = 4,988) (5% Increase)

- Station 1 = 2,398 46%
- Station 2 = 1,504 28%
- Station 3 = 1,287 25%
- Outside = 37 1%

Compared to 2000: Total of 3298 Calls - 74% EMS, 26% Fire (59% Increase)

Calls for Service Location:

- Home/ Residence 4,553
- Nursing Home 192
- Street or Highway 146
- Health Care Facility 122
- Public Building 89

Cost recovery for EMS calls:

- 92% collection rate after adjustments & write-offs; 84% return on billing
- Almost \$1.5M in revenue

Reasons for call type shift:

- Aging Population
- People use EMS and ER for medical care if they don't have a primary care doctor or don't have insurance. The ER can not turn them away
- The Healthcare system "markets" to seek medical care ASAP and call 911. Example: Stroke & Heart attack marketing tells you to call 911 and seek help, in the past, people would seek care themselves by taking themselves to the ER or Doctor's office.
- More and more Doctor offices and nursing homes call 911 for their own patients to be checked out at the ER
- Calls expected to peak in 2035



Community Risk Reduction Highlights:

- Fire Inspections performed: 302

Community Risk Reduction Initiatives:

- Fire Extinguisher Training 49 adults
- Fire Prevention Activities 735
- Public Education Children 488

Drone Unit:

- Total of 11 missions flown by the drone unit in 2023: 5 missions to assist Police operations; 3 missions to assist fire scene oversight; 3 missions to locate missing or endangered persons
- Five additional deployments were to support other City divisions

Training:

- Paramedic, Confined space, Haz-mat: over 6000 hours total FF training

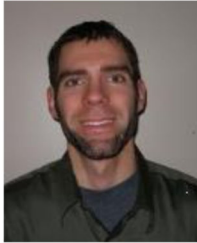
2024 Goals:

- Complete Station #1 Renovations
- Accreditation by Center for Public Safety Excellence
- Adding Community Risk Reduction Staff member

PUBLIC INFRASTRUCTURE

ENGINEERING

JOHN RICE



11 years

UTILITIES

MIKE FRITZ



1.5 years

PPM

CURT DENNING



9 years

11

- Roger K retired August 2023 with 17 years of service
- John Rice promoted to City Engineer, April 2023

Management/Supervisory Staff:

Engineering:

Brendon Jones, Staff Engineer hired July 2023
Bret Baker, Staff Engineer, hired January 2024

Utilities:

Milan Steiner – D&C
Bob King – WTP
Chad Frank – WRRF

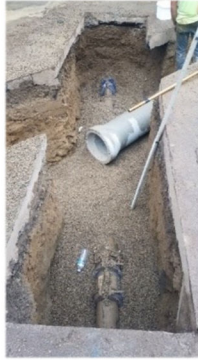
PPM:

Jim Houser – Vehicle & Equipment Maintenance (City Garage)
Andy Pea – Streets & Storm Sewer
Joe Avila – Parks & City Property
Jerry Martin – Traffic Control & Streetscape (Temporary until filled)

ENGINEERING



Oak Hill/Oldman Roundabout



Sherwood Hills Waterline

PUBLIC INFRASTRUCTURE



S. Bever St Sewer Separation

The Engineering Division's primary responsibilities include:

- Designing, Managing, & Inspecting all City infrastructure projects
- Managing all Contracts for construction and services
- Regulatory Compliance & Permitting for EPA storm water program, site work, R/W, & utility connections
- Development Plan Review & Inspection
- GIS & Mapping, Asset Management
- Utility Locations (Ohio 811)
- Grant administration for infrastructure projects

ENGINEERING

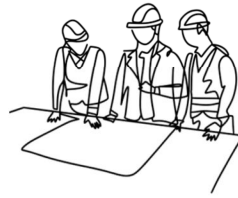
WATER: 4 PROJECTS - \$1,620,000

SANITARY: 5 PROJECTS - \$4,688,540

STORM SEWER: 1 PROJECT - \$250,000

MISCELLANEOUS: 2 PROJECTS - \$5.5 MILLION

ROADWAY: 6 PROJECTS - \$7,283,000



PUBLIC INFRASTRUCTURE

Managed 17 projects with a construction value of over \$19MM

Value of engineering services = \$3,304,079



GRANT FUNDING

The City received **\$1,288,291** in grants to be used for infrastructure projects for 2023

13

Designed 13 out of 17 projects. Value of engineering services = \$3.3M

Development Permit Fees = \$105,931 (23 developments/improvements)

Other fees: \$203,943 (r/w, water, sanitary, etc.)

Permissive Tax: Revenue received for the City's portion of state vehicle license tax = \$114,059

The City received \$1,288,291 in grants and loans to be used for infrastructure in 2023.

Grant sources included OPWC, ODOT, CDBG, ODNR, for the following projects:

- North End Sanitary Sewer = \$217K
- Melrose Drive Reconstruction = \$500K
- WAY-VAR Streets FY23 = \$572K

The staff of nine designed, inspected & administered 4 waterline projects, 5 sanitary projects, 6 roadway or sidewalk projects, 1 storm sewer project, and 2 miscellaneous projects, and provided support for all other City divisions

ENGINEERING



- Major Projects for 2023:**
- Fire Station #1 Renovation
 - Oak Hill/Oldman Roundabout
 - North End Sanitary Sewer
 - Melrose Drive Reconstruction - Phase 2
 - Oak Hill Road Sanitary Sewer Extension
 - Paving of 10 streets
 - 10.48 Miles of roadway

Sanitary Sewer Projects:

- WRRF Biosolids Improvements
- WRRF VLR #1 & #2 Improvements
- Cleveland Rd. North Lift Station
- W. Milltown Area Improvements
- Christmas Run Blvd Sanitary Sewer Replacement
- Sanitary Sewer Lining

Stormwater Projects:

- E. Bowman St. Culvert Replacement



Over **\$7 million** in Roadway Improvements & Paving estimated for 2023



Water Projects:

- Palmer Street W/L
- Palmer Street Bridge W/L
- Long Road Booster Station
- Well #S-3 Improvements
- Billiar St & Alley W/L

PUBLIC INFRASTRUCTURE

Roads to be resurfaced in 2024:

- Palmer St.
- Oak Hill Rd.
- W. Liberty St.
- Robin Hood Dr.
- Friar Tuck Cir.
- Allandale Dr.
- Fairview Cir.
- Little John Ln.
- Timken Rd.
- Sherwood Dr.
- W. Henry St.



Roadway/Sidewalk Projects:

- Oak Hill/Milltown Roundabout
- Downtown Streetscape Phase 4
- Christmas Run Pickleball Courts
- Quinby Ave. traffic signals
- SR 585/Dix Expwy Signal
- Concrete Pavement Replacements
- Portage & Palmer Microsurfacing
- Oak Hill Curb Ramp Replacements

17 major projects in 2023. Total construction costs paid in 2023 for these projects totaled \$13,118,253.

Infrastructure Strategic Plan:

50 Projects planned for 2024-2027

- \$25M Roadway (15 projects)
- \$6M Water (18 Projects)
- \$18M Sewer (11 Projects)
- \$3M Storm (6 Projects)

Major 2024 Projects

- Oldman-Oak Hill-Milltown Road & Infrastructure Imps. = \$4.9MM
- WRRF Headworks = \$5.3MM
- WRRF Biosolids = \$4.6MM
- WRRF VLR #1 & #2 = \$2.3MM

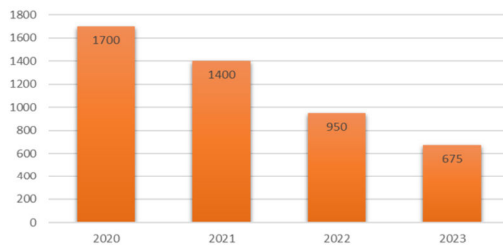
PUBLIC PROPERTIES MAINTENANCE



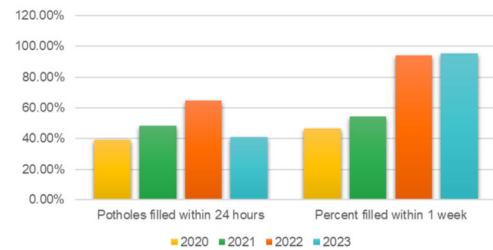
PUBLIC INFRASTRUCTURE



POTHOLES FILLED



Reported Pothole Response Time



15

Street Maintenance:

- 675 potholes were filled with our Dura-Patch machine, and 25 tons of HPM asphalt (cold mix)
- Replaced approximately 600 square yards of deteriorated concrete on various city streets

Potholes have decreased 60% in 4 years; Reflects road resurfacing investments over the last 9 years by Engineering & PPM

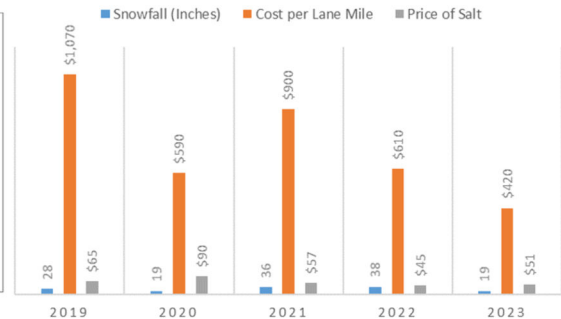
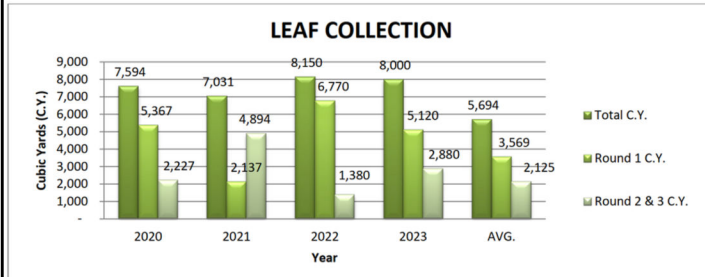
Zero damage claims paid in the last 5+ years.

PUBLIC PROPERTIES MAINTENANCE



PUBLIC INFRASTRUCTURE

SNOW/ICE CONTROL



TREE CITY USA
An Arbor Day Foundation Program

4200 Shade Trees maintained
128 trees planted

16

Salt/Plow Events:

- 17 Snow events - 19.5 inches of snow
- 480 man-hours (12 hours per round, after snow stops)
- 380 lane miles
- 2,300 tons of salt
- Treatment Cost = \$7,025 per inch of snow

Leaf Collection:

- 710 loads
- 5,080 man-hours
- 38.5 workdays

Signs:

- 1,300 workorders
- 115 additional signs, mainly due to new roundabout
- Total of 7,755 city signs

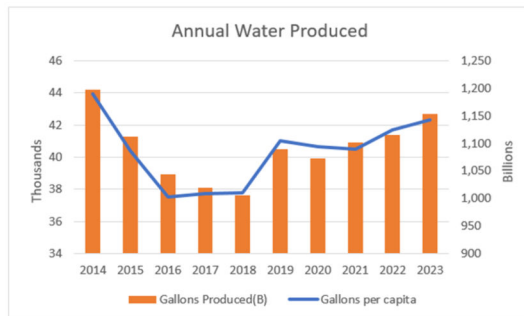
Parks:

- 4,200 shade trees
- 745 acres of park land
- Clear Creek Park Playground installed
- 6 new Pickleball courts coming
- Freedlander Chalet getting new Patio and Pavillion

Maintenance Garage:

- Work orders totaled almost \$600,000
- Over 4500 man-hours
- Maintain & Repair over 300 pieces of equipment that the City owns

WTP Filter Rehabilitation Project



AVERAGE DAILY FLOW
3.16 million gallons per day
3.5% Increase from 2022



Chemical Usage remains level, although costs have increased. \$496.64 per million gallons, 139% increase over 2022 (\$207.45 vs \$496.64)



Before



After

WTP pumped a total of 1.153 Billion Gallons

- Increase of 42 Million Gallons over 2022 (Industry usage increase)
- 6 operators, 1 lab tech, 1 mechanic, 1 supervisor

Chemical Usage remains level, although costs have increased. \$496.64 per million gallons

- 139% increase over 2022 (\$207.45 vs \$496.64)

Major Projects Completed in 2023:

- WTP Filter Rehab completed in 2023:
 - Will provide adequate capacity for current & future demands for several years
 - \$6MM avoided by not needing filter addition
- Installed new bulk chlorine tank bringing total number of tanks to three
- Upgraded Melrose Booster Station with three new larger pumps.
- Refurbished S-3 Well with a larger pump and smaller motor.
- Capacity Study was performed on the North Well Field to determine maximum yield per day.
- Refurbished Interceptor Well 7.
- Upgraded SCADA system.
- Upgraded PLCs (7 total) at booster stations, water storage tanks and well houses.
- Installed new raw water flow meter to replace obsolete flow meter.

2024 Goals:

- Upgrade obsolete distribution system radio communication to fiber optic.
- Install HVAC unit at Buckeye Booster Station.
- Abandon North Well Field Well 3 and Well 4.
- Complete design for S-2 Well House building replacement.
- Replace Long Road Booster Station.
- Implement Source Water Assessment and Study.
- Implement Performance Study, Clarifier Settling and Filtration.
- Overhaul booster pumps at Mechanicsburg Booster Station.
- Replace Bulk Water Fill Station.
- Install backup emergency generator at S-3 Well House.

WOOSTER WATER UTILITIES



PUBLIC INFRASTRUCTURE

Water Resource Recovery Facility (WRRF)

183 Miles of Sanitary Sewer Main

10 Lift Stations

3 Anaerobic Digesters



18

WRRF – 2.046 Billion Gallons of wastewater treated:

- Decrease of 50 Million Gallons (weather related – drier year)
- Cost per million gallons \$878
- 7 operators, 2 lab techs, 2 mechanics, 1 pretreatment coord, 1 supervisor

8.6 million gallons of biosolids were land applied in 2023

Industrial surcharge fees generated \$365K in revenue

Plans for 2024:

- Complete the Aeration Tank 5 improvements
- Aeration Tanks 1 & 2 improvements: Complete construction.
- Headworks Improvements: Complete construction.
- ADS/Bioenergy Plant: Complete design and bidding. Start construction.
- Disinfection Improvements: Complete design and bidding.
- Resume third party waste receiving once ADS improvements done
 - Potential for \$500K+ revenue generation

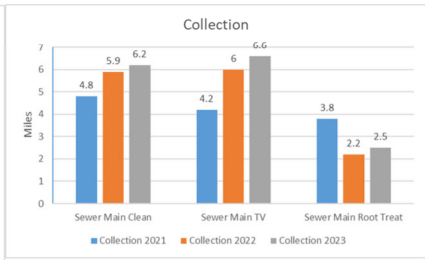
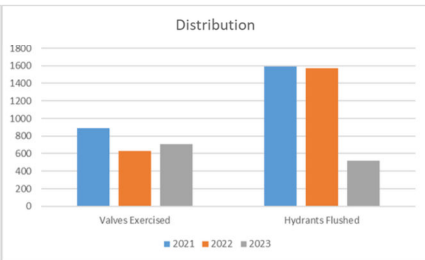
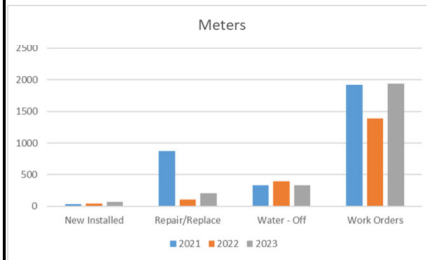
DISTRIBUTION COLLECTION

PUBLIC INFRASTRUCTURE

HIGHLIGHTS

710 Water main valves cycled
 4 Hydrants repaired
 64 Curb boxes repaired or replaced
 17 Main breaks repaired
 518 Hydrants flushed

6.2 Miles of sewer mains jetted
 6.6 Miles of sewer mains televised
 2.5 Miles of sewers root treated
 328 Delinquent water shut-offs
 1,936 Meter work orders processed



Staff:

- 6 Utility Operators, 3 Meter Techs, 1 supervisor



RECREATION

ASHLEY HERSHBERGER



16 years



20

Recreation Division Responsibilities include:

- Community Center management
- City Pools & Spray Ground
- Chalet building & rentals
- Park facility management
 - Freedlander
 - Christmas Run
 - Knights Field
 - Schellin
 - Gerstenlager
- All Pavilion and sports facility/court management & rentals
- All City-run recreation programs & events (50+)

Recreation Staff:

- Ashley Hershberger – Manager
- Heather Dennis – Recreation Supervisor
- 3 Rec Coordinators, 1 Customer Service Rep
- 7 Part-time coord, building & stage supervisors
- Pools staffed by YMCA
- 4 part-time/seasonal swim coaches
- Manage multiple volunteers for various sports programs



WOOSTER
RECREATION

Highlights:

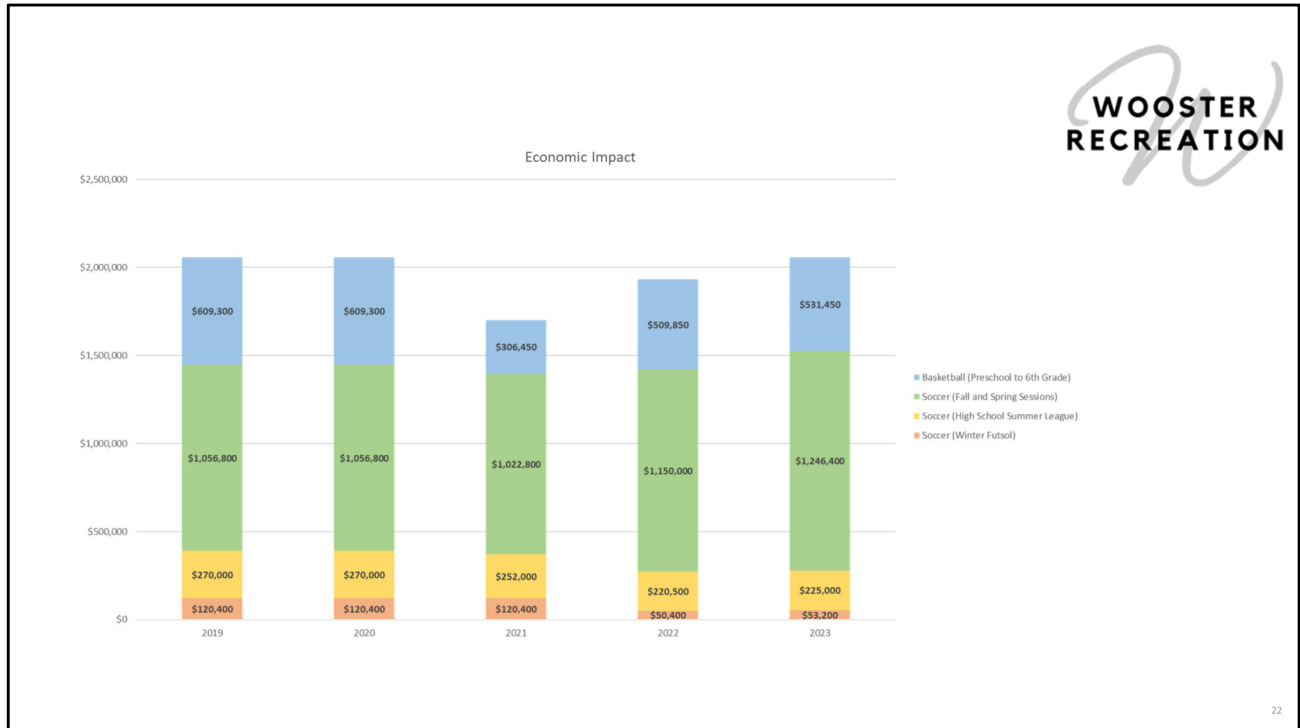
- Blood Drive held monthly at CC
- Alzheimer’s Association– Improving & Expanding senior programming
- Meals on Wheels – 900 meals served, new monthly drive-thru service
- Wayne County Family & Children First Council used Chalet due to Library renovations
- Hosted 161 event rentals at Chalet
- Utilizing social media to increase participation in programming

Participation Numbers: 2019 vs 2023

- Recreation: 82,701 vs. 119,364 = 44% increase
- Attendance: 145,979 vs. 166,721 = 14% increase
- Volunteers: 14,608 vs. 15,059 = up 3% increase

Participation Numbers: 2022 vs 2023

- Recreation: 87,247 vs 119,364 = 37% increase
- Attendance: 143,037 vs. 166,721 = 16% increase
- Volunteers: 15,083 vs. 15,059 = 1.6% decrease



Economic impact:

- \$2,030,850 of community spending
- Calculated based on estimated visitor spending (*Tourism Ohio*)
 - Econ Impact = # of Participants x \$ spent/family x days of participation
 - \$10/person; \$50/family

Basketball Participants

- 1,181

Soccer Participants

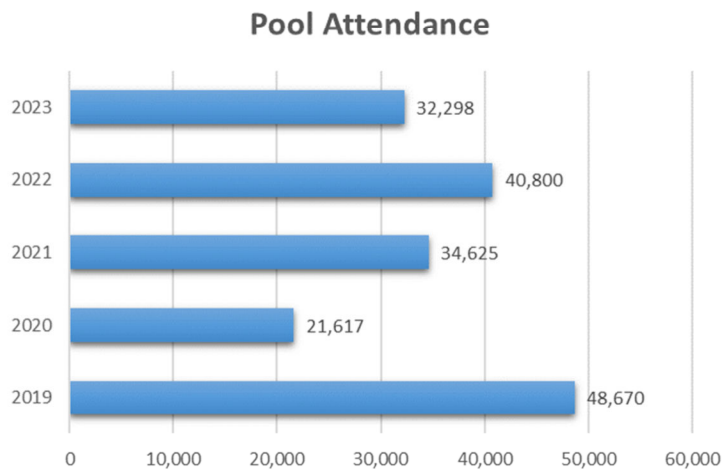
- 3,116

Soccer High School

- 750

Soccer Winter

- 80



Who uses the pools?

- 5,050 Season Passes
- 3,397 Camp Attendance
- 6,455 YMCA Membership

Total pool attendance 32,298 (-26% compared to 2022)

*Wooster did not host the 2023 Freedlander Swim Meet. It will be back for 2024

WORKFORCE



HUMAN RESOURCES MANAGER
JEANETTE WAGNER



PUBLIC SERVICE

RECRUITMENT

- 20 Employees Promoted/Reclassified/Transferred
- 232 Employment applications processed (down 20%)
- 34 Positions posted
- 16 Full-time Hires
- 19 Seasonal Hires



2022 Total Turnover		
	Per Year %	Total
Involuntary	0.5 %	1
Voluntary	5.2 %	10
Total	5.7 %	11
*calculation based upon 193 FTE's		

2023 Total Turnover		
	Per Year %	Total
Involuntary	1.0%	2
Voluntary	6.1%	12
Total	7.1%	14
*calculation based upon 198 FTE's		

1.4% increase in turnover

24

Turnover based on Tenure

- 2.0% had 6 years or less service with City
- 0.5% had 7 years to 16 years of service (1 retiree)
- 3.5% had 16+ years of service (6 retirees)

Total Full Time Employees = 198 as of 12/31/23

Total FTE's (including PT) = 208.55 (Total Hours/2080 hours)

Training Provided to EE's

- Ohio Ethics
- Preventing Harassment in Industry
- Diversity in the Workplace
- Surviving an Active Shooter

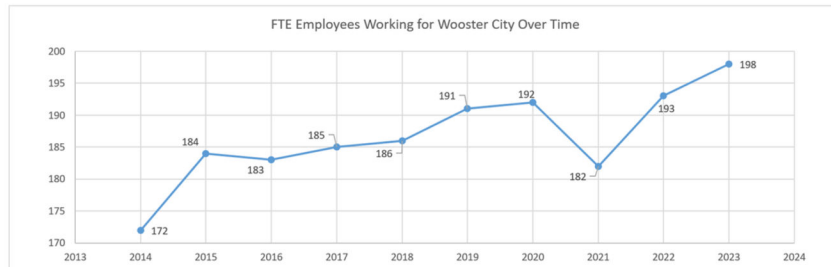
WARCOG

Continues to provide HR support to WARCOG

WORKFORCE



PUBLIC SERVICE



Turnover Totals



25

How do recent trends in Wooster compare to National Trends?

Wooster Turnover Rates vs National Rates:

- 2023: 7.1% vs 5.7%
- This includes retirements for the City. Turnover rate is 1% voluntary/involuntary resignations without retirements

Reasons: Overall, our Turnover rates are following the trend of the national averages, at a smaller scale. Our peak turnover in 2021 and recovery was more significant and occurred quicker than the national average. Turnovers went down when salary & benefits were adjusted as part of 2021 collective bargaining.

Wooster Job Postings & Applicants:

- 2020: 35 postings, 27 filled, 279 applicants
- 2021: 40 postings, 24 filled, 270 applicants
- 2022: 40 postings, 33 filled, 290 applicants
- 2023: 34 postings, 32 filled, 232 applicants

Note: Postings include internal & external, promotions, and transfers

Reasons: Per SHRM, nationally the number of employee resignations fell to lowest level in more than 3 years by the end of 2023. Workers are more cautious to resign from their current positions as a result of the cooling labor market. Fewer workers are quitting their jobs because fewer employers are hiring. Hiring declined to the lowest level nationally since the Pandemic in April 2020. (SHRM, January 10, 2024.)

In 2023, excluding retirements, fewer employees at the City of Wooster are resigning to move to other employment than in prior years.

ECONOMIC & COMMUNITY DEVELOPMENT

BUILDING STANDARDS

TIM MONEA



24 years

PLANNING

VINCE MARION



2 years

ECONOMIC DEVELOPMENT

JONATHAN MILLEA



11 years

DEPUTY DIRECTOR OF ADMINISTRATION

PHIL TURSKE



Hired December 2023

26

Building Standards:

- Issues permits and performs inspections for homes, commercial buildings, electrical, HVAC, and plumbing work.
- Performs property maintenance inspections and issues citations when necessary.
- Floodplain administration
- Works with citizens, business owners, developers, contractors, and others in an effort to assist each person with their specific project.
- 1 Chief Building Official, 1 Admin. Assistant (shared with P & Z), and 4 Inspectors: 1 Elect. & Commercial Building; 1 HVAC & Plumbing; 1 Building & Zoning and Property Maint., and 1 Zoning and Property Maint.

Planning & Zoning:

- Reviews and issues zoning certificates, sign permits, minor subdivision plans, and requests for the Board of Building and Zoning Appeals, the Design & Review Board, and Planning Commission.
- Reviews Development permit applications
- Addresses planning and zoning code violations
- City of Wooster liaison to the Board of Building & Zoning Appeals, the Design & Review Board, and Planning Commission.
- Helps facilitate the development of the City of Wooster Comprehensive Plan and its implementation.
- Ensures City of Wooster stays current with the zoning code
- Staff consists of the City Planner and 1 Admin. Assistant (shared with Building Standards)

Economic Development:

- Responsible for supporting economic and community development
- Pursues grant funding to support City quality-of-life projects
- Provides assistance to businesses with expansion and retention needs
- Supports major development projects with analysis
- Manages local tax incentive programs
- Project Management for Wooster Growth
- Works with multiple not-for-profit and partner governmental economic development organizations
- Staff consists of 1 Development Coordinator

Deputy Director of Administration:

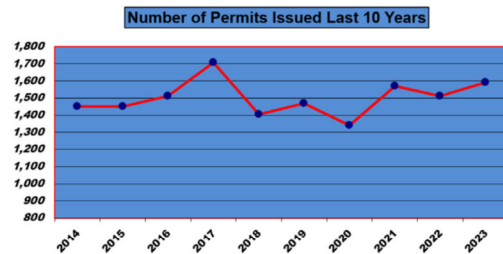
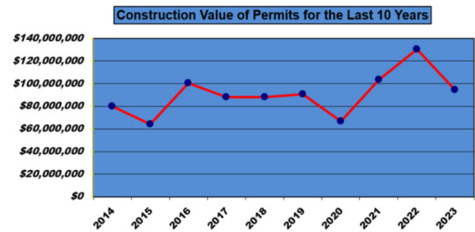
- Assists the Director in reviewing and planning all long-range plans of the City
- Serves as Public Information Coordinator, managing newsletters, social media, press releases, and other communications with City divisions and the public
- Coordinates the City's strategic planning and performance management processes
- Coordinates with Managers in the preparation of annual divisional budgets, and assists the Director of Administration and Director of Finance in the preparation of the final city budget
- Oversees the Economic & Community Development functions of the City
- Serves as liaison between the Administration and City Council when the Director is unavailable
- Participates in labor-management functions and negotiations
- Performs the duties of the Director as needed in the Director's absence

BUILDING STANDARDS



<h1>1,592</h1> <p>Permits issued Up 5% from last year and continues trend of record activity</p>	<h1>4,009</h1> <p>Total Inspections Down 7% from last year</p>
<h1>\$94,589,091</h1> <p>Value of construction in Wooster dropped 27% from last year and 9% from 2021. 2021 and 2022 were the highest values ever recorded and 5 of the last 6 years numbers were the highest on record. The 2023 number still ranks high on the list.</p>	
<h1>45</h1> <p>New Single Family Homes built up 350% from last year. This is analyzed further in the report.</p>	<h1>779</h1> <p>Property Maintenance and Zoning Code Inspections down 7% from last year.</p>

ECONOMIC AND COMMUNITY



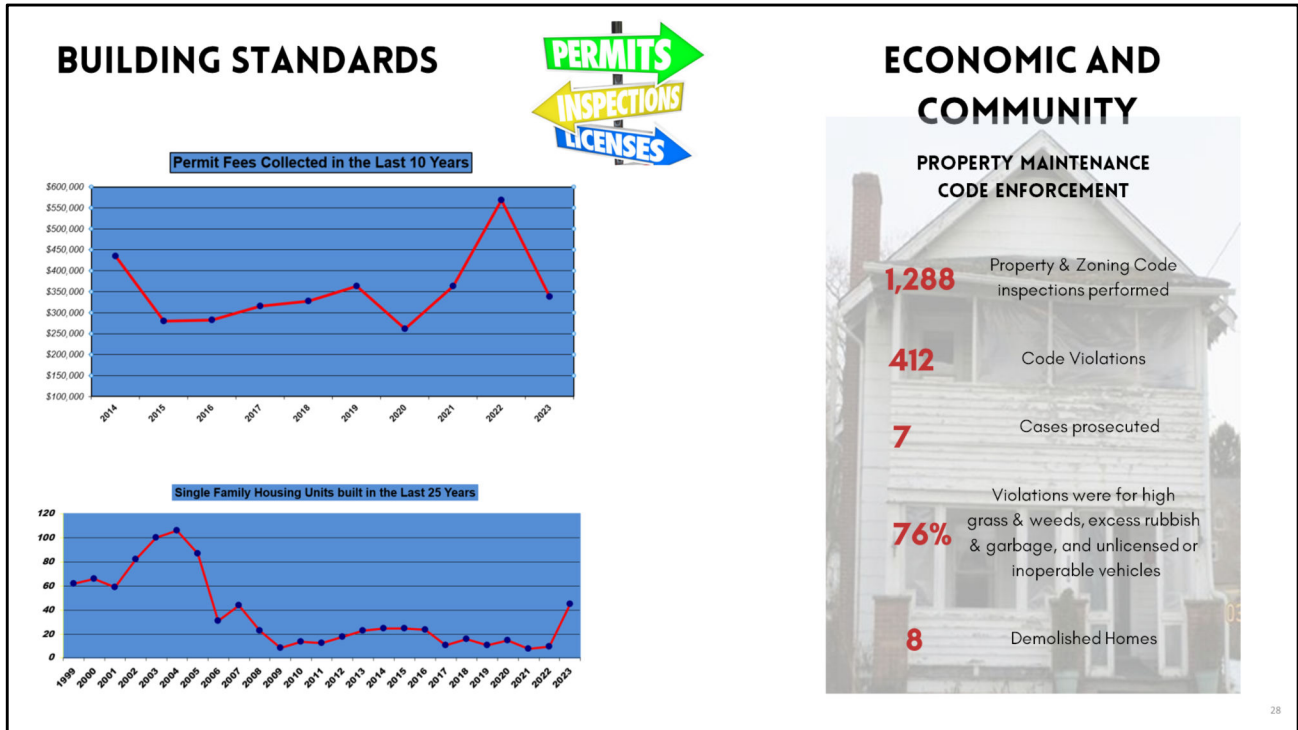
CBO represents the City at:

- Housing Coalition and homelessness ad hoc subcommittee
- City's Housing Advisory Committee
- CAW/M
- Lyric Theatre Construction Committee

Activity Summary

- 1,592 permits
- 4,009 inspections
- \$94, 589,091 value of construction

\$338,224 in fees

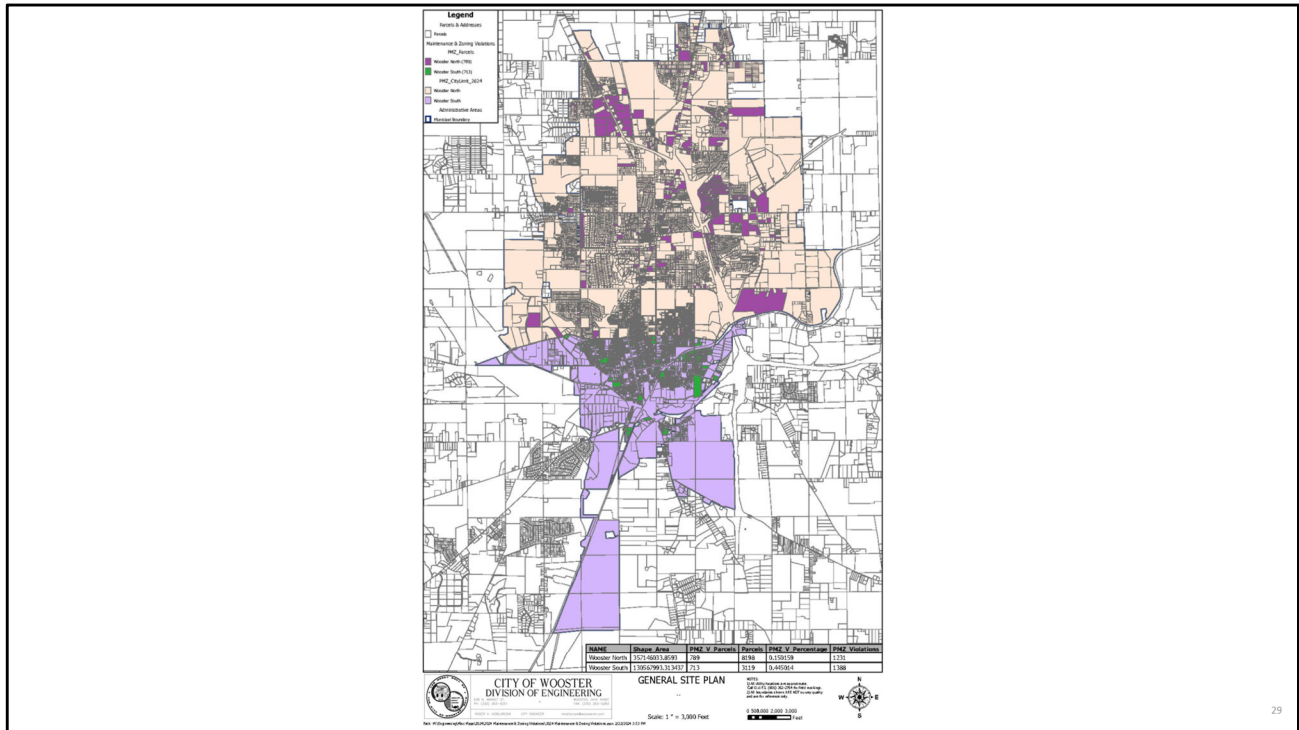


Housing Stats:

- 45 new houses approved in 2023, up from 10 in 2022: 350% increase
- 20 – 25 houses built per year between 2011 – 2016
- Less than 20 houses built each year between 2017 and 2022

Property Maintenance:

- 88% violations closed due to compliance, City abated, or owner was prosecuted
- Home demolitions = 8 in 2023. (averaged 7 demolitions over last 10 years)
- Rental Property Registry currently exists
 - Tax records, Utility records
 - Owner, Address, Tenants
 - “Problem/High Violation” Properties Identified
- Performed limited, targeted enforcement in RT in 2023; Planning an increase in RT zone in 2024
- Evaluating inspection programs in other cities
 - Legality: 4th Amendment Issues, Case Law
 - Unintended consequences: Single family homes, obstructing sales, limiting multi-family housing, etc.
 - Efficacy: Goals & Results
 - Data & Benchmarking



Housing Initiatives

- Older/Downtown housing stock not appreciating in value → less than inflation → disincentivizes investment
- Residential property maintenance violations indicate double the amount in older part of town
- Increase targeted property maintenance inspections
- Evaluate zoning changes to facilitate reinvestment and new construction
 - → Higher density w/construction standards/overlays
 - → Tax Incentives/funding programs
 - → Land bank initiatives
 - → Community partners

Housing Landscape

- *Wooster has 11,065 occupied units*
- *Up to 905 new units are possible in next 24-36 months (+8% increase)*

Under Construction

- 234 Units

Proposed

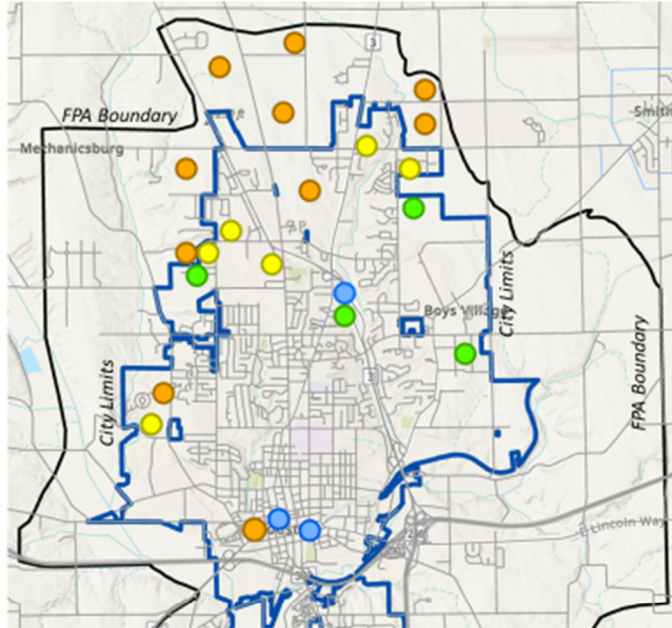
- 671 Units

Recently Completed

- 28 Units

Future Opportunities

- Developable with utilities



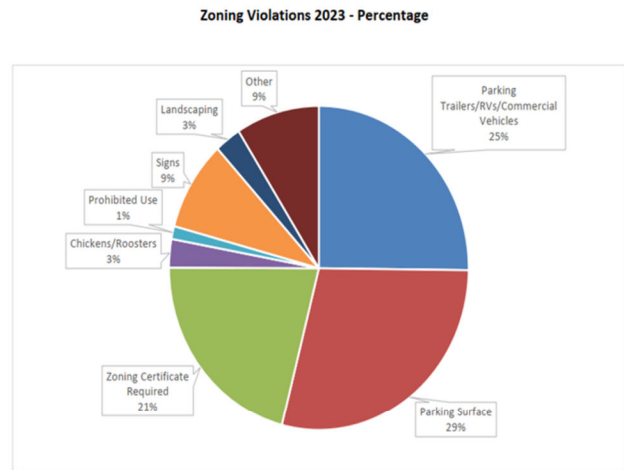
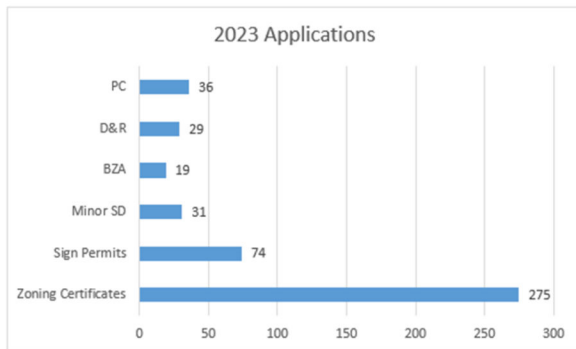
For future/potential developments – Comprehensive Plan suggested evaluating multiple development types to facilitate new developments, while conserving greenspace;

- Density allowances
- Cluster developments
 - Suburban
 - Rural
 - Mixed Uses

PLANNING AND ZONING



ECONOMIC AND COMMUNITY



Planning Commission received 36 requests, up 6 from 2022.

17 Development Plan Applications

6 Conditional Use

5 Zoning Code or Map Amendment

8 Major Subdivision

Board of BZA heard 19 requests; the Board approved 16 and denied 3.

15 area variance requests

4 use variance

1 appeal

Design & Review heard 29 requests; down 6 from 2022

Goals & Objectives for 2024

Following the adoption of the Comprehensive Plan, examine the zoning code and map for potential amendments.

Continue to work with Main Street Wooster.

Collaborate with County & other agencies to facilitate balanced growth, coordination, and planning

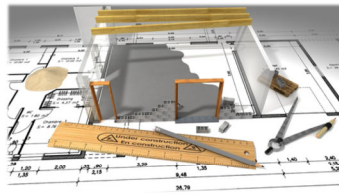
Continue Participation and Use of Wayne County Land Bank, Wayne County Planning Dept, & Wayne Trails

DEVELOPMENT PROJECTS

Top 10 Projects by Value of Construction

1. Schaeffler Addition	\$11,000,000
2. College of Wooster Douglass Hall	\$10,000,000
3. City of Wooster Fire Station #1	\$ 5,091,000
4. Daisy Brand additions	\$ 4,356,000
5. Merit Drive medical office building	\$ 3,000,000
6. WC Public Library Main	\$ 1,750,000
7. New SF Dwelling	\$ 2,000,000
8. WCH Medical Office 1685 Cleveland Rd.	\$ 1,444,000
9. JAZ Automotive 4688 Cleveland Rd	\$ 1,350,000
10. Daisy Expansion	\$ 1,300,000

This total represents 43% of all construction	\$41,291,000



Significant Projects Reviewed by P/Z

TWG

- 42-unit Multi-family development on Cleveland Rd. (Northside Villas)

Bell Store

- 220 South Columbus Ave.

Fire Station

- Addition at 510 N. Market Street.

Sgt. Clean Carwash

- Smithville Western and Burbank.

Woodcrest Estates

- 72-lot subdivision on the east side of Melrose

Chipotle

- Beall Avenue and North Street

Multi-Family Development

- Conditional Use Certificate granted at Benden Drive and Eagle Pass.

Apple Creek Bank

- Expansion at 4500 Cleveland Road. (Planning approved)

Wooster Community Hospital

- Planning Commission approved expansion, parking and relocation of helipad.

Goodwill

- 10,915 square foot addition at 1034 Nold Avenue.

Wayne Center of the Arts

- Outdoor amphitheater and modifications to the parking and playground.

Local Roots

- Project at 146 West South Street.

Daisy Brand

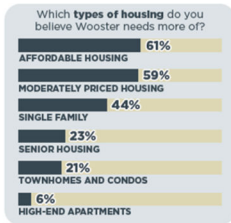
- Expansion of wastewater pre-treatment.

2023 COMPREHENSIVE PLAN



Using a scale of 1 to 5, where 1 means "not at all supportive" and 5 means "very supportive,"
4.0
avg. rating
Wooster needs to provide a mix of housing types to attract people at various life stages

Using a scale of 1 to 5, where 1 means "very unaffordable" and 5 means "very affordable",
2.5
avg. rating
do you feel that the housing options in Wooster are affordable to you?

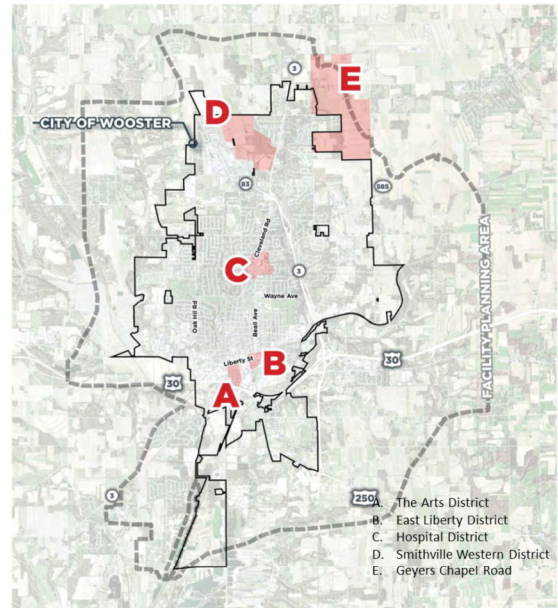


Using a scale of 1 to 5, where 1 means "strongly disagree" and 5 means "strongly agree,"
3.3
avg. rating
Wooster needs to create an updated community center that could include meeting rooms, gymnasiums, indoor/outdoor walking and other facilities, etc.

3.9
avg. rating
Using a scale of 1 to 5, where 1 means "strongly disagree" and 5 means "strongly agree,"
Wooster needs to continue to invest in downtown.

Given the relationship between city services, income-generating development and tax levels,
which scenario do you most prefer?

67% prefer...	...lower taxes, but stable services paid for by new strength and development.
25% prefer...	...limited development, and stable services funded by some tax increase.
8% prefer...	...limited development and lower taxes, even if it means cutbacks in services.



Comprehensive Plan Provides a GUIDE for future development

- Issues & Initiatives important to our citizens and businesses
- Areas most suitable for development and redevelopment

Infrastructure Improvements and Plans will be influenced by the plan

- Land Use projections for next 10 years

ECONOMIC DEVELOPMENT



TOP 10 MICROPOLITANS IN OHIO

- Wooster
- Celina
- Wilmington
- Zanesville
- Sidney
- Mt. Vernon
- Wapakoneta
- Norwalk
- New Philadelphia-Dover
- Marietta



POLICOM CORPORATION *Economic Analysis
Everyone Understands*

34

27,232 Residents (55th largest City in Ohio)
1,232 establishments

14 Active EZs - \$201,872,289 in property investment - 199 jobs created and 2,445 jobs retained

23 Active CRAs - \$73,123,291 in property investment - 100 jobs created and 737 jobs retained

Amended/Transferred 7 incentive agreements in 2023; Initiated 2 new CRA's in 2023

Wooster currently #4 in Ohio for active Tax incentives

2023 Highlights

- Daisy Brand Phase 3 Expansion
 - \$142,000 investment and 81 new jobs
- Oak Hill TIF Project
 - Completion of the sanitary sewer lift station and roundabout at Oak Hill/Milltown starting this week.
- Brownfield Remediation of 517 E Liberty Street
 - Supported by a \$775,000 Brownfield Remediation Grant
- \$1,045,000 Community Housing Impact and Preservation Grant
 - Will repair 14 homes in Wooster and 20 in Wayne County
- \$144,375 Jobs and Commerce Grant for the traffic signal replacement at 585 and 3
- \$330,000 ODOT Transportation Improvement District for improvement to 585

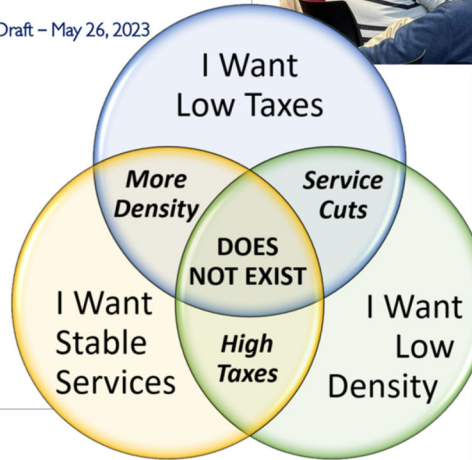
ECONOMIC DEVELOPMENT STRATEGIC PLAN



Source: City of Wooster

CITY OF WOOSTER Economic Development Strategic Plan

Final Draft – May 26, 2023



ECONOMIC DEVELOPMENT MAKES A **BIG** DIFFERENCE IN THE QUALITY OF LIFE FOR ALL RESIDENTS!

-  Expanded tax base lowers taxes for residents.
-  Better jobs provide opportunity for upward mobility of residents
-  Employee payroll flows through the economy supporting local businesses and jobs.
-  Entrepreneurs create new business to serve employees or support growth in industry sectors.
-  Community services, public spaces, arts and entertainment and education are enhanced.
-  Wages increase and skilled labor and talent are attracted, generating more tax revenue.

- Foster Economic and Community Development within Wooster
- Provides use with the 7 Strategy Areas
 - Business Retention & Expansion
 - Market Position & Place Brand
 - Entrepreneurship & Creative Industries
 - Workforce Development & Talent
 - Asset Management
 - Regulation & Efficiency
 - Business Attraction

TRANSPORTATION



36

Transportation Program continues to provide independence for those dependent on public transportation.

Wooster Program

772 Participants, down 81 from 2022

76,224 Total Transports 11.6% increase from 2022, 13.5% below 2019/pre-covid numbers

Countywide Program

Partnered with SARTA & County
Beyond Wooster Borders

Currently working with a consultant, TOOLE Design, to gain access to ODOT funding that would come directly to the County. Involved is the County Commissioner, Community Action, and the City of Wooster.

EDUCATE, INFORM, ENGAGE



Educate

State of the City

- Kiwanis
- Rotary
- City Council

Resources

- Annual Reports
<https://www.woosteroh.com/administration/reports>

Operations & Finances


- City Council

Performance Dashboard

<https://sites.google.com/view/wooster-performance-dashboard/>

Engage

- Police Academy - 9 Years - 123 Graduates
- WCGLA - 7 Years - 107 Graduates
- Boards & Commissions - 15 B&C, 74 Volunteers
- Charter Review Committee




Wooster Citizens Leadership Academy

PUBLIC PARTICIPATION


Inform

- Newsletters - quarterly
- Utility Bill Inserts
- Social Media



FOLLOW US @ CITY OF WOOSTER

Facebook followers 13,096

Age & gender

966 Followers
68% From NE Ohio



Educate:

- State of the City – Kiwanis, Rotary, City Council, Wooster Lions
- Operations & Finances – City Council
- Annual Reports & Performance Dashboard

Inform:

- Newsletters – Spring & Fall (will be quarterly starting in 2024)
- Utility Bill inserts
- Social Media - Facebook, LinkedIn, Twitter, Instagram, YouTube

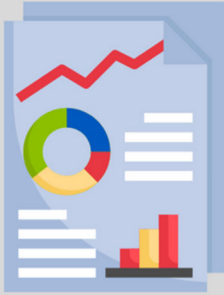
Engage:

- Policy Academy – 9 Years, 123 graduates (18 in 2023)
- Citizens Academy – 7 years, 107 graduates (14 in Fall 2023)
- Boards & Commissions – 15 B&C, 74 volunteers
- Charter Review Committee (every 10 years)

Communication/Outreach:

- Social media continues to be used to reach the masses.
- Newsletter online – both City newsletter and Recreation Programming Newsletter
- City of Wooster FB followers number over 13,000
- Recreation FB followers over 3,300
- Council Meetings continue to be live-streamed on YouTube.
- Looking into utilizing local MCTV channel
- Looking into podcast

More Info



Annual Reports can be found at:

www.woosteroh.com/adminstration/reports

Performance Dashboard Information on operations can be found at:

<https://sites.google.com/view/wooster-performance-dashboard>

