

2025 Public Properties Maintenance (PPM) Division Annual Report

The City of Wooster PPM Division consists of 23 full-time, one part-time and nine seasonal employees.

Manager: Curt Denning

Supervisors: Andrew Pea, Jason Kowalczyk, Jim Houser, Joe Avila

Office Specialist: Cindy Simons

Maintenance Worker III: Randy Johnson, Pat Jones, Ben Oakes

Maintenance Worker II: Bob Parsons, Chris Richardson, Conner Schlauch

Maintenance Worker I: Nick Troyer, Brennen Topp, Matt White, Tyler Stahl

Electrical/Traffic Signal Technician II: Vacant, Vacant

Electrical/Traffic Signal Technician I: Brooke Christie, Steve White

Arborist II: Dan Yarnell

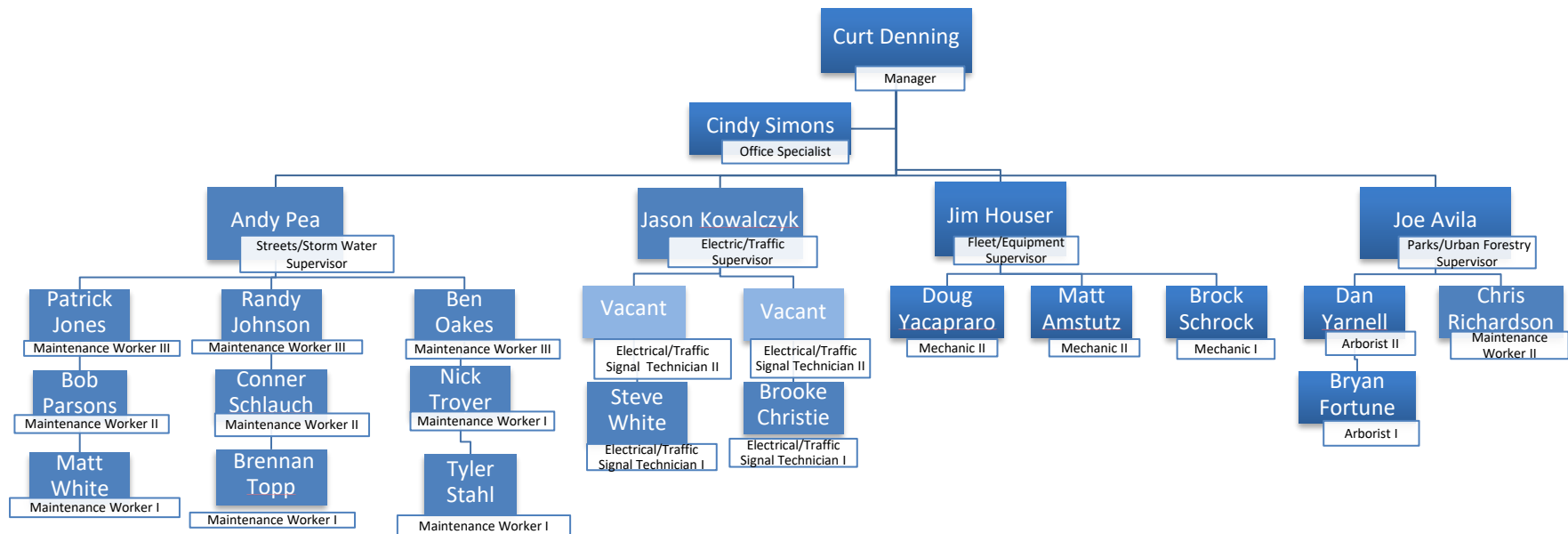
Arborist I: Bryan Fortune

Mechanic II: Doug Yacapraro, Matt Amstutz

Mechanic I: Brock Schrock



PPM Staff



Executive Summary

2025 In Review

Public Properties Maintenance Division

PPM OVERVIEW

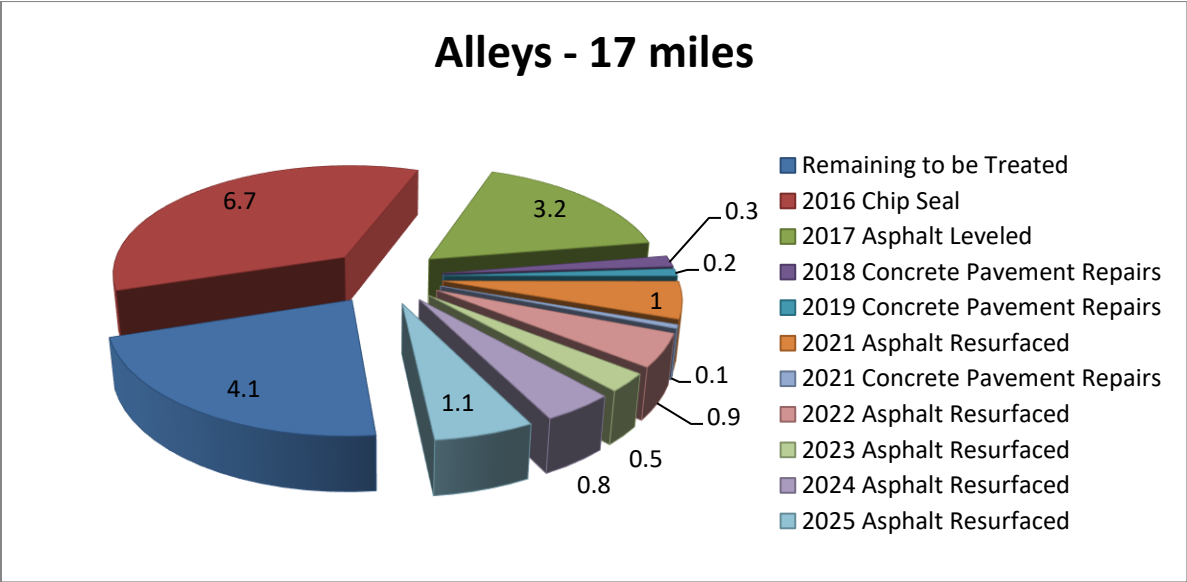
In 2025, the PPM Division was responsible for the maintenance of the following; Street Maintenance, Storm Water Drainage System, Parks, Urban Forestry, Public Properties, Traffic Signals, Signage, Pavement Markings, Electrical, and Fleet and Vehicle Maintenance. At PPM, our focus is to serve the citizens 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 or 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 this work is performed by a dedicated and hard-working staff of 23 employees with 2 unfilled positions. We are extremely proud of all that we've accomplished this year. PPM will continue to improve on all facets of our Division and is striving to make Wooster a place the citizens are proud to call home.

STREET MAINTENANCE, SNOW/ICE CONTROL, STORMWATER 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 Stormwater 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.

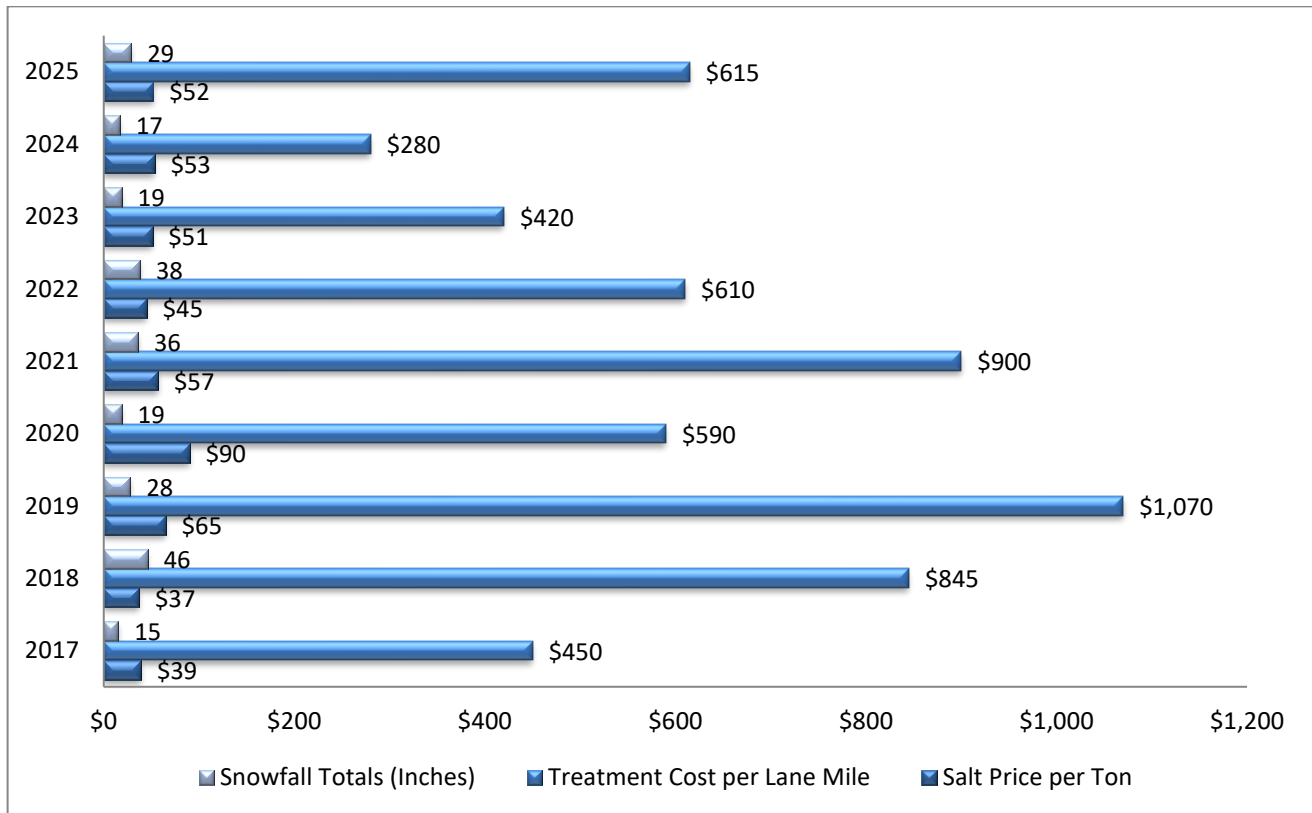
STREET MAINTENANCE: With 355 lane miles of roadway to maintain, a well-thought-out preventative maintenance program is essential to preserving our roadway infrastructure. In 2025, approximately 300

potholes were filled with our Dura-Patch machine, and 15 tons of HPM asphalt (cold mix), which was performed by the City maintenance crews. PPM replaced approximately 200 square yards of deteriorated concrete on many streets throughout the City. A well-thought-out preventative maintenance program is essential to preserving the conditions of our roadways with nearly 4.0 lane miles of improved and unimproved (no curbs) residential streets being resurfaced, including 1.1 miles of alleys in the downtown corridor. Also, as part of our preventative maintenance, crack sealing of control joints in the concrete pavement and longitudinal/traverse cracks in the asphalt pavements is essential prolonging the pavement life for many years. In 2025, over 56 miles of cracks were filled on nearly 28 centerline miles of asphalt and concrete roadways throughout the City, 60% of this work was performed with PPM crews.



SNOW/ICE CONTROL: In 2025, our crews treated the roadways throughout the City on 24 occasions with snowfall totals of approximately 29 inches for the winter season. PPM dedicated 849 man-hours to clearing our streets of snow and ice. Clearing snow and ice off nearly 355 lane miles inside the corporation limit for each round of routes takes on average twelve hours once the snow stops. PPM applied just over 3530 tons of rock

salt throughout the winter season. With salt prices at \$51.64/ton, \$185,000 was spent on salt alone. The cost treat the roadways per inch of snow was \$7535 per lane mile. Utilizing an H2Ohio grant, PPM purchased a brine maker and liquid deicing applicator tank to pretreat bridges and hills. In 2025, 5000 gallons of brine was produced and applied using nine Snow and Ice Control Trucks that are equipped with tanks (wet systems) that spray the brine onto the rock salt before its cast onto the road.

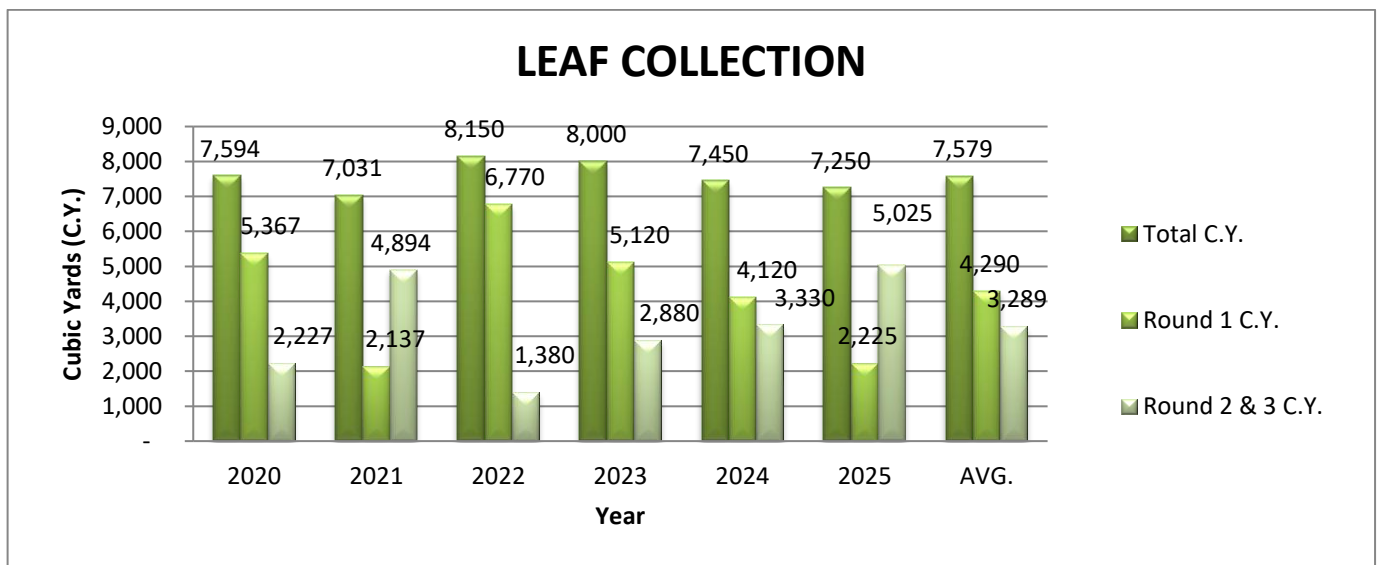


STORMWATER: A major part of our departmental responsibility is to maintain our stormwater drainage system which includes storm sewer inlets. During the winter and spring months, our PPM crews were able to inspect over 3800 inlets and clean the ones that were needed. The cleaning and inspection of inlets accounted for about 700 man-hours and another 150 man-hours roadside ditching. The city owns and maintains 165 miles of storm sewers and roadway culverts - ranging from 4" to 84" in diameter. Both inlets and storm sewers are maintained throughout the entire year and repaired and/or replaced when the need arises. City crews performed repairs and replacements to 25 inlet tops and 8 full/partial depth inlet locations throughout the City. Bringing to total

to 33 for the year of the 3874 inlets PPM maintains throughout the City. In addition to inlets and storm sewers, PPM maintains 1415 storm water manholes.

CLEANING INLETS AND STREET SWEEPING: PPM spent another 580 operational hours sweeping streets. The majority of the 250 curb miles were swept once along with US 30 and ramps, the Dix Expressway and ramps, bridge decks, round-a-bouts and downtown multiple times throughout the year collecting 218 tons 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 assistance of four temporary employees collected 538 loads of leaves with our leaf trucks this season. This is enough leaves (7256 C.Y.) to fill a regulation-size basketball court nearly 50 feet high or a football field 4.1 feet high or approximately 34,410 loosely filled waste containers that are used for residential curbside pickup. This leaf collection season was challenging because of two issues – first being a late leaf drop resulted in fewer than normal first round loads picked up and secondly snow, ice and freezing temperatures during the second round created fewer than normal loads per day each crew normally picks up. The total operation accounted for more than 5760 man-hours and 48 workdays (about 1000 man-hours and 10 workdays more than a typical year) to complete.



PARKS, URBAN FORESTRY, PUBLIC PROPERTIES:

PPM is responsible for maintaining 745 acres of designated parklands throughout the City. Two of the bigger areas including 425 acres at Wooster Memorial Park with 11 miles of primitive miles and Oak Hill Park with 100 acres and 1.17 miles of paved trails.

Our Parks crew, with the assistance of seasonal workers, average approximately 3,500 hours performing various tasks throughout all our parks. These tasks are associated with safety, appearance, and maintenance to ensure the parks are always enjoyable for the community.

Our Urban Forestry crew with close to 4200 shade trees growing in the tree lawn (area between the street and the sidewalk), spends approximately 3000 man-hours pruning, trimming, removing, and planting new trees each year.

PARKS: At PPM, we handle all the regular park maintenance tasks. This includes:

- * Trash removal
- * Playground inspections and repairs
- * Building and structure repairs
- * Tree maintenance
- * Parking lot upkeep
- * New landscape designs

We also make other improvements whenever possible. Since 2021, all our public areas and park lawns have been maintained through a contracted mowing agreement and again contracted with Service Master to clean and maintain our restroom facilities in all of our parks four days per week. Park attendance has been rising due to better facilities and population increases.

KEY FINDINGS OF THE 2025 Engagement With Parks Report



More than **227 million** adults or a household member in the United States visited a local park or recreation facility at least once between August 2024 and September 2025.



Approximately **3 in 5 (63%)** U.S. adults say they are highly likely to consider the availability of park and recreation services when choosing a place to live.



The **top reason** U.S. adults use park and recreation facilities is to spend time with family and friends.



Virtually all survey respondents (**99%**) report some feelings of belonging at their park and recreation spaces.



Approximately **2 in 3 adults (68%)** strongly agree that parks and recreation is an important service provided by their local government.

Stacey Everhart, a city resident, spearheaded the introduction of Communication Boards—low-tech Augmentative and Alternative Communication (AAC) tools. These boards utilize symbols, pictures, or words to assist non-verbal or minimally speaking individuals in expressing their needs, thoughts, and emotions. Motivated by a desire to aid her son's communication, she presented the concept to the Parks division. The initiative received substantial backing from the City, along with generous donations from both citizens and local businesses. Her efforts resulted in the collection of over \$16,000, which was instrumental in the design and installation of these boards across all Parks facilities. Collaborating with PRC Saltillo and Sign Design, two boards were successfully manufactured and installed at Christmas Run Park and Freedlander Park.



The installation of the Pollinator Garden was made possible with the help of the generous Kiwanis Club and volunteers. The club introduced the concept of creating a pollinator garden in the open green space located within Christmas Run Park.



The Rotary Club contributed to the construction of a bridge to the new Oak Hill Park wooded area trail concept. This bridge will provide visitors with access to the trail from the park's northernmost location, enhancing the overall trail experience and accessibility.



The City of Wooster commemorates the rediscovery, remanufacture, and reinstallation of the historic wayfinding sign at DiGiacomo Green, honoring the Italian immigrants whose legacy continues to shape the community. Following the loss of the original sign shortly after its dedication, several attempts were made to locate the historic photographs and map that had been part of the original display. In this effort, descendants of Italian immigrant families and the Wayne County Historical Society generously assisted. Their involvement was met with great enthusiasm and appreciation for the City of Wooster’s commitment to preserving and honoring cultural traditions. Rediscovered in 2024, the sign was thoughtfully remanufactured and reinstalled in 2025, preserving its original intent while ensuring its longevity. Today, it stands once again as a symbol of remembrance, gratitude, and the City’s enduring respect for its immigrant heritage.



Wooster Memorial Park experiences increasing usage annually. We are very grateful to the Friends of Wooster Memorial for their generous donation of three parcels that were retrieved through state grant funding – Roller, Tooley, and Kenwood Acres – totaling 100 acres they donated back to the City of Wooster. The Friends group consistently supports the park through volunteering, contributing to its upkeep and enhancement. In 2025, under the FWMP's guidance and with the help of volunteers from the College of Wooster, a remarkable 1100+ volunteer hours were logged. Our partnership with FWMP is crucial; without it, maintaining our 425-acre park would be extremely challenging for our team.

URBAN FORESTRY: The City maintains approximately 4200 shade trees in the City's tree lawns along with the thousands of parkland and forest trees in the City. The shade trees need to be maintained to keep them healthy and off of our roadways. April 23rd, 2025 also marked the 49th Anniversary of being recognized through the National Tree City USA program. We are extremely proud of this accomplishment, so much in fact that we graciously asked to host the 50th year Tree City USA award celebration which was accepted and being planned to take place on April 22, 2026 at The Shisler Conference Center located on the OARDC campus.

On April 25, 2025, the city celebrated its annual Arbor Day with a tree-planting event at Christmas Run Park. Eight new trees were planted during the ceremony.



To preserve and expand our city's valuable urban forest, our goal is to plant 150 trees each year. While achieving this target requires consistent effort, we are pleased to report that in 2025, we successfully planted 110 trees. This represents a noteworthy advancement towards our long-term environmental objectives and a testament to our dedication to a greener, healthier community.

Tree Plotter, our inventory software program, helps track our work orders by documenting the data of each survey, and maintenance performed on each tree and incorporating that information for a more efficient way to manage our City trees.

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 4th 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.

DOWNTOWN PARKING: There were 32 Snow and Ice Control events in 2025. Five parking lots were seal coated and re-striped in 2025, two of which were on the square and completed after WoosterFest.

DOWNTOWN CENTER GREEN AND PEDESTRIAN WALKWAYS: Maintaining of these spaces is of high importance to PPM. Throughout the summer our seasonal staff performed daily checks during the normal work week and our cleaning contractor completes performed checks on the weekends in these areas. Other maintenance included pressure washing surfaces, seat walls, tables and chairs. Also, planter boxes and trash receptacles were repainted all throughout the downtown.

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

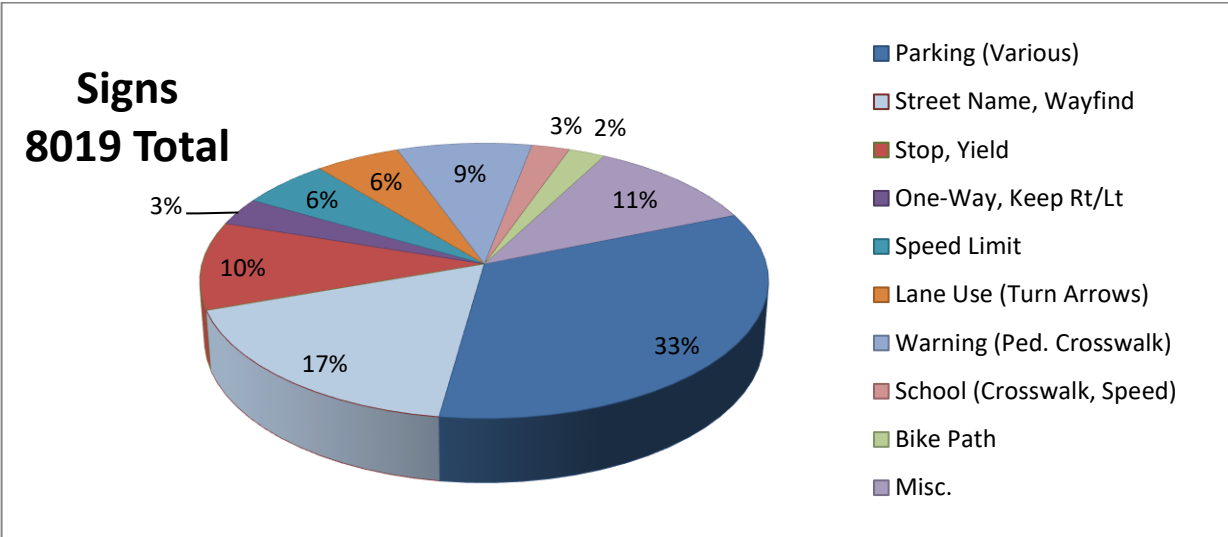
The subdivision consists of 4 full-time employees which are primarily responsible for the maintenance and repair of city-owned facilities ranging from traffic signals, installing / terminating fiber cable, signage, pavement markings, and electrical. The daily duties vary by the day as we take care of issues that arise overnight that range from sign knockdowns to traffic signal issues to light pole knockdowns. A typical day entails work order assignments by the acting supervisor to the employees in the sign shop making and installing replacement signage, employees in traffic signal and electrical shop maintaining and repairing of traffic signals and electrical issues throughout the City, and all of this change at a minutes notice because of

any emergencies that arise during the day. Efforts are made to be as efficient as possible. The staff also provides community special events and downtown Main Street support by setting out and picking up barricades, changing banners, hanging and removing Christmas decorations (wreaths, silhouettes, and various ground decorations around the square common spaces), getting equipment and assisting with set-up and teardown for WoosterFest. This year a fifth banner rotation was added to display and honor veterans. Providing support to the functions of the PPM Operations is also a vital part of the service extended to the City residence. During the past year, there were 9 accident reports involving City property damage that were taken care of. The majority of these reports involved signage and decorative light poles.

TRAFFIC SIGNALS: The Traffic subdivision maintains, services, and repairs the City's 56 signalized intersections. Also one signalized Hawk system at the main crosswalk on Beall Ave. at The College of Wooster. Duties that were performed at the signalized intersections over the past year were: replacing UPS batteries and control units, troubleshooting camera issues, repairing and replacing hit pedestrian signals, replacing LED signal indicators, certifying Conflict/Malfunction Monitoring Units, emergency and after-hours support, and various other things that arise over the year, such as controller programming, failed equipment replacement, pedestrian button replacement, etc.

Our staff also maintains eight sets of school flasher systems (Wooster City, Montessori, St. Mary's, and Wooster Christian). These systems consist of 20 school flasher assemblies in which 16 electronic clocks need to be programmed for the school year. Of those systems, some are 120V AC and 12V DC battery-powered. Each flasher is visited in the late summer before school reconvenes to be checked for issues and clock programming. We also review engineer plans and specifications for replacement intersections and make suggestions for items that need to be changed.

SIGNS: There were 1,296 work orders completed by our personnel in 2025 across our in the field inventory of 8,020 signs. Issues that were addressed were the following: faded signs, knockdowns, stolen signage, tagging/locating of new signs that were installed during improvement projects, and replacement of missing bolts to re-erecting a signpost assembly. Also as part of this process, all the work is entered into the sign inventory program. With the rise in the costs of sign material, making most signs in-house is still less expensive than buying from the vendors, but the biggest advantage is that the materials we use increase the sign life by almost 50-75%.



PAVEMENT MARKINGS: City crews applied approximately 1100 gallons of yellow traffic paint. This equals approximately 54 lane miles of double yellow and single solid yellow with skip lines. The paint crew also used 495 gallons of white paint for channel and skip lines. Also a total of 13,700 pounds of glass beads were used to create reflectivity of the lines during dark conditions. Street painting or thermoplastic installation consists of railroad crossings, school crossings, crosswalks, turn arrows, stop bars, channelizing lines, curb lines, and center lines performed in various locations and intersections. The crew did some thermoplastic repairs on East & West Liberty St. and North & South Market St. The final tallies of thermoplastic product used are as follows:
58 LF of 24" wide stop bar, 880 LF of 8" wide lane use line.

ELECTRICAL: The subdivision handles many of the electrical problems within the City facilities. The staff maintains about 200 decorative light poles that line Liberty St., Beall Ave, Market St and Theodore. There were 3 light poles knocked down this past year, 2 on Liberty St. and 1 at the Rt. 83 and Smithville Western Roundabout. Most of these were reset within a few days. The staff also visited City Hall on several occasions to dis-assemble, relocate, and re-assemble office cubicles and furniture for many divisions. Various small electrical-related jobs in the Parks and other City owned property were all performed. 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 park's pavilions and restrooms also installing and wiring the lights for the new lower pickleball courts at Christmas Run Park. Preventative maintenance of the Highway Interchange lighting was completed twice this year once in the spring and once in the fall. The team continued updating the lighting in the PPM building to LED lighting. Crews also assisted the IT Department several times with DCU installations and camera issues and the installation of new cameras and data cables.

OUPS: The Traffic / Electrical department is responsible for marking OUPS tickets that may put our cabling at risk if digging is going to happen. We have to review every ticket that comes into the City. These tickets are divided by Member codes for Water, Sewer, and Traffic. In 2024, we received 5023 total tickets with having to go mark 160 tickets for possible conflicts with our cables. This is an increase of almost 57% over last year. Reason for the increase is there are several fiber optic cables being run by multiple companies in the area. There were many more that we had to look at to determine if they needed marked or not. Some locates are simple, such as marking a pull box, whereas others are much more time consuming because you have long runs to mark.

FLEET and VEHICLE MAINTENANCE GARAGE

The Fleet and Vehicle Maintenance Department consists of a supervisor, two Mechanic II, and one Mechanic I with job duties that include maintaining and repairing over 325 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:

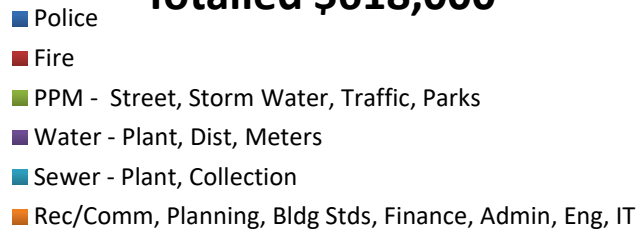
- Approximately 1500 man-hours were spent performing regular maintenance/service. This includes oil changes, tune-ups, belts, coolant exchange, etc. When a vehicle is brought into the facilities to be serviced, it is given a total safety and overall mechanical check. Many of the vehicle's maintenance 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 changes 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 installation 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 equipment. Installing 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 needs of the installation.

- 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 the high-speed capability and hard braking potential need constant monitoring and maintenance. Vehicle safety for our police cars is kept in-house 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, ice control, and leaf collection operations. Since we have no true parts department or parts manager, our staff is 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 637 work orders completed by our three mechanics in 2025, 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 more cost-effectively via outsourcing simply since there are facilities that specialize in this service and through repetition and volume can do the work for less than we can.

Garage Work Orders Totalled \$618,000



Administrative Support

- Daily customer/vendor contacts through phone, email, and in-person exceeded 25 per day.
- 417 purchase orders were entered for over 228 vendors and involved 13 different cost centers. In total, 2546 invoices were processed in 2025.
- Santmyer Energy commercial and off-road fuel accounts were maintained for the entire City fleet, including fuel cards and employee PINs. This included 185 individual transactions from 26 different divisional cost centers. The total payout was \$261,049.42.
- Maintained license plates and registrations for the 248 City vehicles and trailers (237 belonging to the City of Wooster and 11 belonging to Wooster Community Hospital) from all departments within the City, including the hospital with the Ohio BMV.
- Keeping the City's asset insurance records for the 237 City vehicles and trailers for the City's insurance carrier.

- Payroll tracking and processing for 22 full-time employees, 7 seasonal employees (summer help) and 3 additional temporary employees during Leaf Collection Operations.
- Documented and processed 2380.36 tons of road salt into inventory. This included 105 weight slip tickets and totaled \$126,286.77.
- Documented and processed nearly 3800 tons of bituminous asphalt materials into inventory. This included 383 weigh slip tickets and totaled \$276,512.93.
- Tracked and recorded 637 work orders for garage reimbursements to 18 City divisions, totaling \$612,032.01.
- Received and recorded check payments for the sales of 3052.78 tons of asphalt grindings totaling \$54,385.15 of revenue for the City.
- Processed employee reimbursements (for clothing, footwear, accessory purchases, etc.) totaling \$7,105.44 throughout the year.

Summary Report of the PPM Division
Curt Denning, PPM Manager
Public Properties Maintenance Division –
2025 Mission, Goals, and Their Attainment
&
2026 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 with the core values listed below.

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

Municipal Hospitality: *The PPM Division recognizes that we are stewards of the resources provided by the taxpayers, and residents, property owners, and visitors should be served as valued partners. PPM strives to uphold the highest standards of professionalism and service. By placing a door hanger or receiving an email, the public will given the opportunity to fill out a survey on-line which will provide valuable feedback on our performance on many levels within our division.*

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.

2025 PPM Goal: To ensure the personnel that are employed are working to their fullest potential and completing the jobs and tasks that are assigned to them each day in a prolific manner.

1. Tracked work daily with weekly/monthly planning of projects and tasks to be performed.
 - a. *Listed projects/ tasks and monitor progress by each department; Street/Stormwater, 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 before digging (if needed)*
 - b. *Materials for the project were ready before 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, we continued to notify a mass amount of people quickly.*

2026 PPM Goal: To ensure the personnel that are employed are working to their fullest potential and completing the jobs and tasks that are assigned to them each day in a prolific manner.

1. Track work daily with weekly/monthly planning of projects and tasks to be performed.
 - a. *List projects/ tasks and monitor progress by each department; Street/Stormwater, Park/Urban Forestry, Traffic, and Fleet and Vehicle Maintenance*
2. Plan projects from the managerial staff that will assist in the work to be performed for the employees in the field.
 - a. *OUPS will be notified before digging (if needed)*
 - b. *Materials for the project will be ready before starting a project*
 - c. *Projects will be explained to the personnel/crews*
3. Notifying the residents of snow and ice control operations.
 - a. *With the use of emails and other social media platforms, such as Facebook, we'll 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.

2025 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 training; playground safety, tree care and pruning, ASE vehicle and equipment, traffic signal, LTAP, stormwater BPM, and work zone safety.*
2. Researched and tested new equipment and products to better utilize our workforce
 - a. *We continued to research alternatives to improve 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 2025.*
- d. *PPM performed asphalt resurfacing on 11 streets (4 lane miles).*

2026 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 training such as playground safety, ASE certifications, electric safety, traffic control devices, LTAP, stormwater BMP and work zone set up.*
2. Research and test new equipment and products to better utilize our workforce
 - 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 planting all 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 2025.*
 - d. *PPM to perform Capital Fund Resurfacing on 6 streets (1.75 lane miles).*
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.

2025 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 runoff control, carbon sequestration, and aesthetic beauty
 - a. *We planted 110 new trees throughout the year to offset the natural decline in our canopy and for the 50th year in a row being awarded as a Tree City USA.*
2. Continued to address areas of concern in the Stormwater Pollution Prevention Plan
 - a. *Citywide sweepings were performed throughout the year with downtown sweepings occurring every other Friday from May through October. PPM collected and properly disposed of 218 tons of debris and litter.*
 - b. *Stormwater Training Meeting was conducted regularly to ensure we are complying with the Stormwater Pollution Prevention Plan.*

2026 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 runoff 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 51st year in a row will be working to achieve the accreditation and recognition through the national Tree City USA program.*
2. Continue to address areas of concern in the Stormwater Pollution Prevention Plan
 - a. *Quarterly citywide sweepings will be done throughout the year with downtown sweepings occurring nearly every Friday from May through October.*
 - b. *Education meetings will be conducted with the assistance of the City's Engineering Division to ensure we are complying with the Stormwater 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.

2025 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 among the employees, we conveyed to our staff the importance of working to accomplish the most efficient and effective ways of performing projects or tasks.
 - a. *As a division, our employees looked to 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 professionally and courteously. By doing these types of things, our integrity was demonstrated to others.*

2026 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 of performing a project or task.
 - a. *As a division, our employees will look to 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 professionally and courteously. 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.

2025 PPM Goal: Be transparent in all we do, and 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 daily 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 needed to be closed we gave as much notice as possible to the public through the radio, newspaper, Facebook, and the City's website.*

2026 PPM Goal: Be transparent in all we do, and 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 provide all assistance we can to every internal department that has requested us. We will directly address our public daily and whenever possible work 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.

2025 PPM Goal: Provide continual training opportunities for our staff and ensure the required safety equipment is in place and being properly used. Respond promptly 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 courses throughout the year. Some of them included OPRA Conference, ISA/ODNR Training, NAPA Vehicle Repair Courses, Preservation Course, IMSA Traffic Control Courses, Stormwater BMPs, 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 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 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 they fit our work situation. Our Office Specialist serves on the City's safety committee to better relate to the overall city program and needs. Three entire staff safety meetings were put on throughout 2025.*
 - b. Designate one person within the Division to coordinate/perform/track all workforce safety and material handling safety for 2025. Did not accomplish.

2026 PPM Goal: Provide continual training opportunities for our staff and ensure the required safety equipment is in place and being properly used. Respond promptly 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.
 - a. *Potholes will be placed on a list as soon as they are called in or reported. This list will be checked daily and all major reports or damage claim sites will be repaired in less than 24 hours. All other reports will be systematically handled for efficiency to repair them as quickly as possible as time permits. Playground repairs will be reported daily to our staff for review and recommendation on the repair. Safety repairs will be either handled immediately or are cautioned off or removed for public safety.*
- 3. Never compromise safety or budgets for efficiencies.
 - 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 to better relate to the overall city program and needs.*
- 4. Designate one person within the Division to coordinate/perform/track all workforce safety and material handling safety for 2026.

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.

2025 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 up 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 2025, 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 2025, our crews treated the roadways throughout the City on 24 occasions with snowfall totals of approximately 29 inches. PPM applied 3530 ton of rock salt throughout the winter season. With salt prices at \$51.64/ton, a total of \$182,000 was spent on salt alone.*

2026 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 Ohio Buys, Sourcewell, NPPGov, or other Government Contracts where possible to get the most value.
 - a. *In 2026, 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 \$59.81 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 nine frontline salt trucks, we should see the effectiveness of the product and decrease the amount of salt needed to treat the roadways by using more liquid brine.*
 - c. *Processes and policies have been implemented to assist with standardized procedures and methods for supervisors to notify the public and dispatch personnel.*
 - d. *Routing and staffing changes will be examined throughout the year with new implementations to both moving forward.*

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 communicate with the public and each other by soliciting feedback and sharing information to achieve our goals.

2025 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 emails provided a clear line of communication between all safety services, the Administration, News media, and Dispatch. We also used Facebook to report snow& ice control operations, 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 WCGLA gives citizens and business persons an in-depth view of the operations at PPM.*
3. Public awareness
 - a. *Perform short video clips demonstrating the different and vast disciplines PPM employees perform throughout the year. Leaf Collection Operations video was completed.*

2026 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 a clear line of communication between all safety services, the Administration, News media, and Dispatch. We will continue to utilize Facebook to report snow & ice control operations, 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, Urban Forestry Commission as well as the Friends of Wooster Memorial meetings. In 2026, plans are being made to continue the Wooster Citizen Government Leadership Academy which will allow citizens and business persons an in depth view of the operations at PPM.*
3. Public awareness
 - a. *Perform short video clips demonstrating the different and vast disciplines PPM employees perform throughout the year.*