



2018

GENERAL SERVICES • PARKS AND RECREATION ANNUAL REPORT



**General Services
Department**

**PARKS AND RECREATION
DIVISION**



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This report prepared by:

Sandra Yu-Stahl • Angela Peavy • Sam Geller • Juliana Fulton
Mike Grewe • Derrick Gray • Linda Maria • Justin Fenwick
Alex Weatherup

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Staff volunteering for Halloween in the D at Chandler Park.



Youth learning about urban camping at the re-opened Scout's Hollow in Rouge Park

SECTION 1 • Who We Are

Letter from the Director

I am pleased to issue this first-ever General Services Department (GSD) Annual Report. GSD helps make the city of Detroit a clean, safe and vibrant place by efficiently providing fleet, buildings, grounds and other support to city service providers. We manage police, fire and other city vehicles, and we operate the precincts, recreation centers and other municipal buildings. We also plan, design and program parks and recreation.

In addition to informing decision makers and the public about City services, this report is a critical ingredient in Mayor Duggan's drive for better management. We spend public money to provide services, and we want to understand the results of those efforts to drive improvements. This type of reporting fits national best practices recommended by public finance industry professionals.

We often say that GSD stands for "Get Stuff Done," and this document showcases our incredible variety of accomplishments in 40 different service areas. For example, the average age of a police car in 2015 was 13.7 years; we now have that average at 5 years and expect a best practice of 2.5 years by 2020. In 2018, we began a similar refresh of municipal buildings. Also in 2018, GSD assumed responsibility for recreation in order to leverage more and new programs. We have been a major force in the Mayor's anti-blight efforts, through corridor cleanup, board-ups and beautification efforts.

Be assured, we don't rest on our laurels, we use them to fuel continuous improvement for our customers and for the citizens of our great city.

Sincerely,

Janet G. Anderson, Ph.D

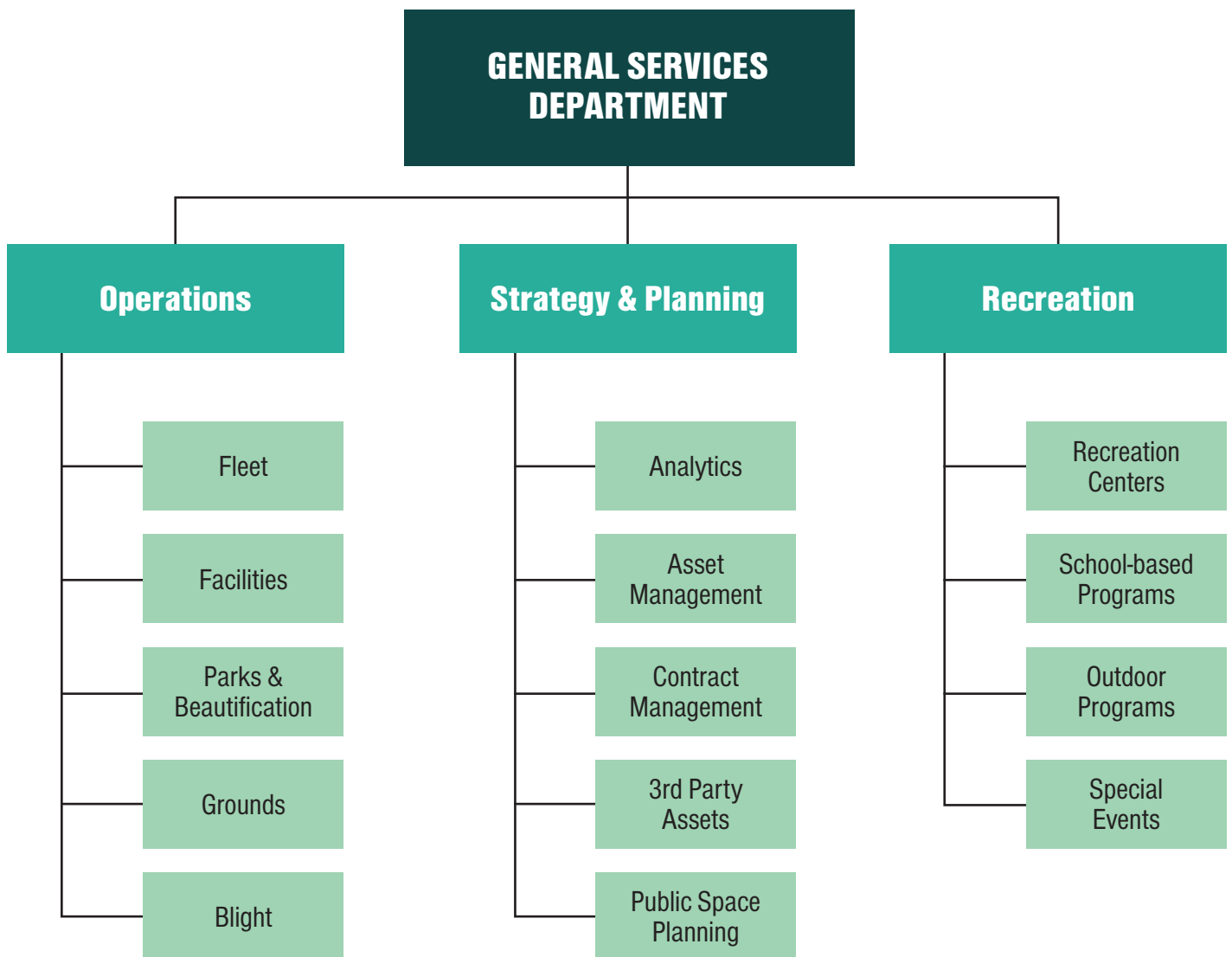
MISSION

**General Services Department
efficiently supports City
Departments so they can focus
on their core functions. Together
with Recreation, we enhance the
quality of the living environment
for the citizens.**



**General Services
Department**

ORGANIZATIONAL CHART



SECTION 2 • What We Do

DIVISION DESCRIPTIONS

Fleet Division

Procures, maintains, and makes available appropriate vehicles for city-wide operations.

Facilities Management Division

Maintains and provides custodial amenities to facilities and delivers security services.

Grounds Maintenance Division

Maintains City-owned grounds, parks, rights-of-way, vacant lots, bus shelters, and the urban forest.

Blight Division

Oversees the Mayor's special Board-up, Graffiti Removal, and Corridor Cleanup programs.

Landscape Design & Beautification Division

Designs, develops, and beautifies City-owned parks, greenways, and rights-of-way.

Recreation Division

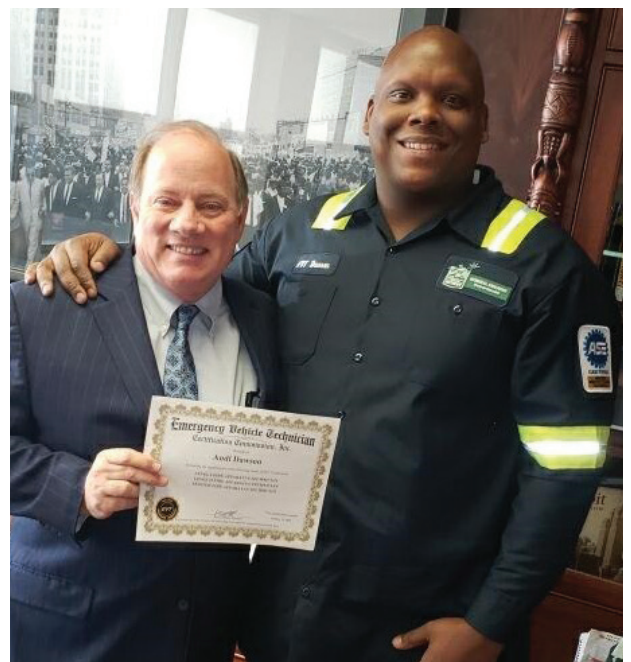
Provides Detroit residents core holistic, organized and informal activities that promote health and wellness lifestyles.

Strategy & Planning Division

Creates resource plans and monitors usage and cost of labor, equipment, supplies, assets, vendors and partnerships to ensure effective and efficient performance.



Forestry staff clears debris from tree removal service in a residential neighborhood.



Audi Dawson celebrates achieving Emergency Vehicle Technician certification with Mayor Duggan.

2018 ACCOMPLISHMENTS

Fleet



GSD Fleet processed 20,103 total work orders for maintenance and repaired and deployed 463 vehicles while improving our preventative maintenance process.

Facilities



GSD Facilities completed 3,617 work orders for 140 buildings and oversaw over \$11,000,000 in capital improvements in 2018.

Building Services



The Building Services crew clocked 17,623 hours spent cleaning and assisting in graffiti removal on City-owned buildings.

Security



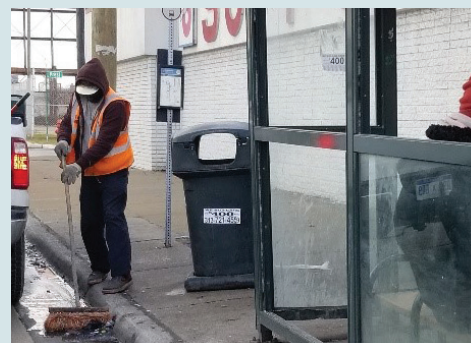
GSD's Security team responds to and monitors over 450 properties including municipal buildings, parks, golf courses and marinas.

Grounds



The Grounds staff completed a total of 2,748 mows and picked up 1,163 tons of garbage from parks, medians and berms.

Bus Shelters



GSD Bus Shelter crews provide year-round cleaning and maintenance for 240 bus shelters, terminals and transit stations.

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Recreation



Provided 475,000 recreation experiences for residents through our 11 recreation centers, 12 after school and summer fun centers, and numerous third-party operated leisure assets, such as Chene Park and Eastern Market.

Forestry



The Forestry division removed 3,757 dangerous trees and planted 1,475 new trees.

Floriculture



We beautified 71 medians and parks and planted a combined 319,000 tulip and daffodil bulbs throughout the city.

Landscape Design & Beautification



We created 3 new parks with 94 acres of new space and renovated 103 neighborhood parks throughout the city.

Blight Removal, Graffiti and Corridors



GSD's "Board Up Brigade" boarded 10,557 vacant homes, removed 16,853 graffiti tags and painted 20 murals throughout the city in 2018. We also mowed, boarded, and removed dangerous signs along 135 miles of major commercial corridors.

HOW TO BUY A POLICE CAR



Agency Hearings and Plan Development
GSD and DPD evaluate vehicle needs, and formalize requests every Fall



Get Finance Department Approval
Finance ensures that funds are available for needed purchases



Get Steering Committee Approval
Steering Committee validates quantity and type of vehicles requested for each user



Finalize Vehicle Specifications
Police vehicles require substantial modifications. Specs are finalized by DPD



Order Vehicles From Vendor
GSD works to align Vehicle and equipment orders for efficient delivery and assembly



Upfit Vehicles
Vehicles are upfit with additional lights, hardware and computer equipment by vendor



Receive and Deploy Vehicles
GSD receives and activates new vehicle, DPD finalizes systems for deployment

2018 Per Vehicle Acquisition Cost for Police Patrol Car: \$47,209

- Includes vehicle purchase and aftermarket upfitting
- GSD is now also tracking costs of fuel, repair, preventive maintenance, risk management for each vehicle.
- GSD has entered into 4-year Master Contracts with vehicle and upfitting suppliers to create a more predictable budgeting process for the city and ensure a more standardized and efficient police fleet.

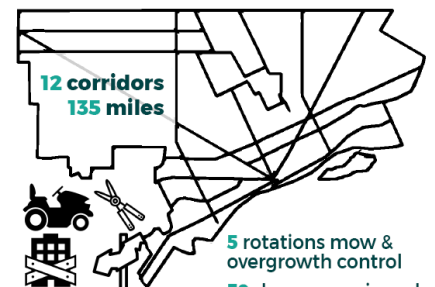
WHAT IT TAKES TO CLEAN UP A CORRIDOR

Corridor cleanup is a complex inter-agency effort that requires coordination with the City's Buildings, Safety, Environment & Engineering Department (BSEED) to issue bright tickets and DPD to tow abandoned vehicles.

Cost to GSD includes:

Labor	\$1,234,641
Equipment & Supplies	\$144,398
Vehicles	\$133,307

CORRIDOR CLEANUP



GENERAL SERVICES DEPARTMENT

In partnership with
DPD, DPW, and BSEED



Coordinate debris and dumping removal
Ticket property owners when possible

PROGRESS ON DEPARTMENT GOALS

Objectives	Key Targets for FY18-19	2018 Result
FLEET MANAGEMENT		
Meet customer daily Vehicle availability needs	Weekly Availability Goals achieved 80% of time for fire engines and ambulances	52 out of 52 / 100%
	Upgrade Police Light Duty fleet so that 60% of units are 5 years old or newer	572 out of 832 / 69%
	Ensure 75% of scheduled maintenance jobs are on time for new units	150 out of 455 / 33%
BLIGHT REMEDIATION		
	Board up 10,400 homes	10,557 / 102%
	Complete four rough mows of vacant lots citywide	4 / 100%
	5 rotations of mowing, boardup and sign removal along 12 commercial corridors	5 / 100%
	Create 12 murals on blighted city property	20 / 160%
	Remove 16,000 graffiti tags	16,853 / 105%



New vehicles added to the Detroit Police Department fleet



One of the 20 murals line the freeway berm replacing graffiti

PROGRESS ON DEPARTMENT GOALS

Objectives	Key Targets for FY18-19	2018 Result
PARKS / BEAUTIFICATION		
Renovate neighborhood parks & gateway entrance	<i>Substantially complete 1 Strategic Neighborhood Fund parks</i>	1 / 100%
	<i>Substantially complete 5 Michigan Dept. of Natural Resources Parks</i>	5 / 100%
	<i>Substantially complete 7 Pistons-funded Basketball Court Renovations</i>	5 / 71%
	<i>Complete Forest Park & 2 Community Development Block Grant (CDBG) parks</i>	3 / 100%
	Start 7 Soccer Hub and multi-sport sites	7 / 100%
	Complete initial phase of Riverside Park renovation	1 / 100%
	Install 14 new median flower beds	14 / 100%
FACILITIES MAINTENANCE		
Buildings managed beyond customer expectations	Implement remote controlled Niagra Building Management systems at 11 key facilities	14 / 127%
	Complete preventive maintenance schedule in 80% of sites	125 / 100%
	Complete SEEL-Trane energy audits for 60 active City buildings	60 / 100%
	Complete security assessments for 80 active City buildings	80 / 100%



Corridors Team cleaning up along East Warren Avenue



Pouring concrete for the new foundation at Engine 42.

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Objectives	Key Targets for FY18-19	2018 Result
RECREATION PROGRAMMING		
Strengthen and diversify our programming curriculum	Establish four or more partnerships to close gaps in recreation access	4 / 100%
	Reopen Kemeny Recreation Center in Southwest Detroit	Opened Oct 2018 / 100%
	Conduct community-wide recreational program needs assessment	Targeted for FY19
	Reopen three municipal golf courses	Opened April 2018 / 100%
	Open Scout Hollow Campground	Opened May 2018 / 100%
	Serve 50,000 youth and teens through Summer Day Camps, After School Centers, and Summer Fun Centers	49,926 / 99%
	Serve 15,000 seniors through senior-focused programs and events	13,459 / 89%
GROUNDS		
Efficiently maintain parks and bus shelters	233 parks mowed on 14-day schedule or better	184 / 79%
	71 Medians and Islands mowed 9 times per season or better	50 / 70%
	Freeway berms mowed 5 time a season or better	5 / 100%
	232 Bus Shelters cleaned every 28 days	Cleaned every 26 days 100%
	4 Terminal Stations cleaned weekly	4 / 100%
	2 Transit Centers cleaned daily	2 / 100%
	Plant 2,500 trees	1,475 / 59%
	Remove 3,333 dangerous trees	3,757 / 113%
	Trash picked up on schedule for 225 Parks	182 / 81%
	Provide set-up support for 300 special events	358 / 119%

SECTION 3 • What It Costs

Operating costs are funded by:

- General City Taxes
- Solid Waste Fees
- Street Fund
(gas & weight tax)
- Enterprise Funds (parking, airport, construction)

Capital costs are funded by:

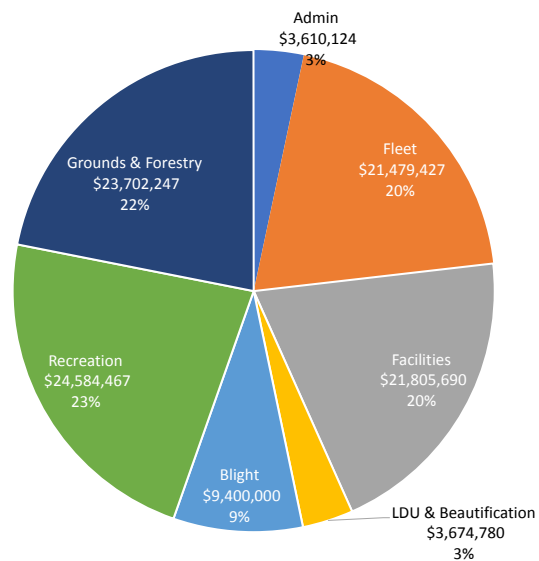
- Operating surpluses
- Municipal Bonds
- Philanthropy and Partnerships

Blight costs are funded by:

- Post-bankruptcy blight funding

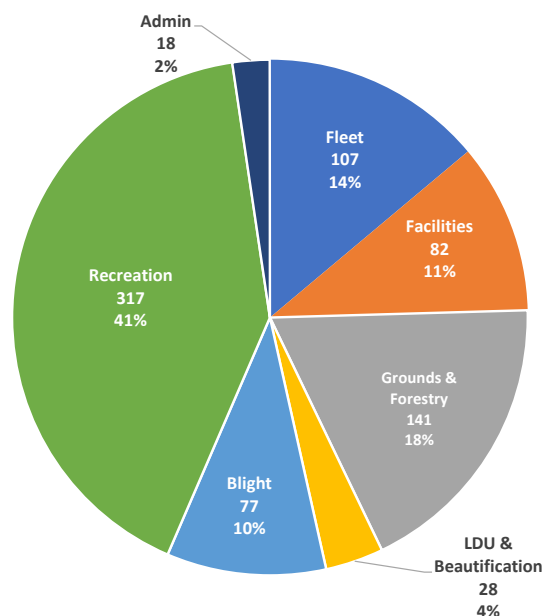
GSD OPERATING COSTS BY DIVISION

(FY 2018-19)



POSITION SUMMARY BY DIVISION

(FY 2018-19)



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GSD Manages Its Operations Efficiently

Division	Service Description	Number of Units or Work Orders (wo)	Total Direct Costs	Avg. Unit Cost
FLEET	Vehicle acquisition	158 Units	\$6,531,508	\$41,300
	Vehicle disposal	377 Units	\$574,411	\$1,500
	Towing	1,237 work orders	\$447,430	\$362
	Seasonal Preparation	295 work orders	\$496,522	\$1,683
	Preventive Maintenance	3,205 work orders	\$715,951	\$224
	Repairs	16,006 work orders	\$15,799,181	\$677
	Body Shop	388 work orders	\$1,419,371	\$3,658
BLIGHT	Board-Up	10,557 Board-ups	\$749,604	\$71/Board-up
	Vacant Lot mowing	373,408,000 sq. ft.	\$4,368,870	\$.012/sq. ft.
	Corridor grounds maintenance	135 miles	\$1,522,595	\$11,278/ mile
	Corridor large sign removal	59 of signs	\$24,800	\$420/sign
	Graffiti removal	16,853 tags	\$255,074	\$15/tag
FACILITIES	Electrical	805 work orders	\$1,206,341	\$ 1,498 /wo
	Mechanical	689 work orders	\$2,252,841	\$3,279/wo
	Plumbing	750 work orders	\$853,749	\$1,138/wo
	Structural	1,301 work orders	\$3,043,673	\$2,339/wo
	Pool services (where applicable)	4 work orders	\$41,597	\$10,400/wo
	Lock, Door, Window and Overhead Door services & trouble calls	427 work orders	\$395,131	\$925/wo
	Painting services	68 work orders	\$416,900	\$6,130/wo
	Roofing repairs	18 work orders	\$87,366	\$4,853/wo
BUILDING SERVICES	General cleaning (2hrs/day, M-F/S) 13 facilities	29,296 Total Hours	\$883,922	\$30/hour

The City is approaching optimized average vehicle ages

	Start of Plan	Today	After 1st 2 buys	At Plan Completion	
	2015	2017	2019	2023	
City of Detroit Light Duty	9.3	7.4	3.7	2.5	"Light Duty" is cars, vans, pickup trucks, and a small number of Class-7 utility trucks.
City of Detroit Fire Apparatus	11.3	10.7	1.6	5.0	"Fire Apparatus" is heavy fire fighting equipment.
City of Detroit EMS	3.5	2.4	2.0	1.5	"EMS" is ambulances/emergency medical response vehicles.
City of Detroit Heavy Trucks	10.5	8.7	6.1	5.5	"Heavy Trucks" is Class-7 and above trucks, e.g. garbage trucks, dump trucks/snow plows, and forestry trucks.
City of Detroit Ag/Construction	10.8	9.3	8.9	6.0	"Agricultural/Construction" is primarily off-road equipment, e.g. tractors, mowers, loaders, paving equipment.

This Is How We Support Our Internal Customers

DEPT	USING DEPT DESC	Facility	Fleet	Grounds	Inventory	Custodial	Security	Park Dev	Board Up	YTD Total	% of Services
10	AIRPORT	\$15,240.30	\$20,374.43	\$-	\$	\$33,155.00	\$-	\$	\$-	\$68,770	0.10%
13	BSEED	\$-	\$195.17	\$-	\$	\$-	\$-	\$	\$-	\$195	0.00%
19	DPW	\$270,712.00	\$5,940,848.36	\$9,126,427.60	\$217.33	\$185,710.70	\$72,130.89	\$223.41	\$-	\$15,596,270	23.74%
20	DETROIT DEPT OF TRANSPORTATION	\$-	\$10,184.72	\$604,471.00	\$	\$826.83	\$-	\$1,959.84	\$-	\$617,442	0.94%
23	FINANCE	\$-	\$2,136.23	\$-	\$	\$16,451.00	\$-	\$	\$-	\$18,587	0.03%
24	FIRE DEPARTMENT	\$967,477.84	\$4,442,866.54	\$-	\$	\$93,175.48	\$163.47	\$1,500.67	\$-	\$5,505,184	8.38%
25	HEALTH, WELLNESS & ANIMAL CARE & CONTROL	\$144,489.52	\$45,258.36	\$118.10	\$-	\$26,169.00	\$7,638.48	\$-	\$-	\$223,673	0.34%
31	INFORMATION TECHNOLOGY SERVICES	\$-	\$1,224.48	\$-	\$	\$-	\$-	\$	\$-	\$1,224	0.00%
32	LAW	\$-	\$1,825.06	\$-	\$	\$1,500.00	\$-	\$	\$-	\$3,325	0.01%
33	MAYOR'S OFFICE	\$32,035.91	\$9,449.12	\$-	\$21.00	\$46,674.25	\$-	\$1,391,073.00	\$4,400,000.00	\$5,879,253	8.95%
34	MUNICIPAL PARKING	\$-	\$165,667.45	\$-	\$	\$87,414.15	\$-	\$	\$-	\$253,082	0.39%
35	NON-DEPARTMENTAL	\$1,108.36	\$-	\$-	\$	\$-	\$267,685.68	\$-	\$-	\$268,794	0.41%
36	HOUSING REVITALIZATION DEPT	\$-	\$7,468.01	\$-	\$	\$54,020.50	\$-	\$	\$-	\$61,489	0.09%
37	POLICE DEPARTMENT	\$745,629.92	\$4,806,699.87	\$3,054.03	\$413,369.45	\$911,475.30	\$299.70	\$-	\$-	\$6,880,528	10.47%
37T	TRANSIT POLICE	\$-	\$538.07	\$-	\$	\$-	\$-	\$	\$-	\$538	0.00%
38	PUBLIC LIGHTING DEPT & AUTHORITY	\$20,070.80	\$6,365.59	\$-	\$	\$55,551.52	\$113,663.49	\$-	\$-	\$195,651	0.30%
39	RECREATION DEPARTMENT	\$1,604,302.05	\$41,102.76	\$80,904.62	\$567.28	\$656,528.06	\$229,303.07	\$792,891.45	\$-	\$3,405,599	5.18%
41	DETROIT WATER & SEWER DEPARTMENT	\$-	\$-	\$-	\$	\$-	\$-	\$	\$-	\$-	0.00%
43	PLANNING & DEVELOPMENT	\$-	\$1,043.92	\$-	\$	\$-	\$-	\$	\$-	\$1,044	0.00%
46	OFFICE OF HOMELAND SECURITY	\$-	\$2,455.18	\$-	\$	\$-	\$-	\$	\$-	\$2,455	0.00%
47	GENERAL SERVICES DEPT	\$933,202.33	\$3,810,986.00	\$10,512,211.00	\$75,703.00	\$505,915.23	\$522,741.00	\$202,277.67	\$461,522.03	\$17,024,558	25.91%
51	BOARD OF ZONING APPEALS	\$-	\$-	\$-	\$	\$-	\$-	\$	\$-	\$-	0.00%
52	CITY COUNCIL	\$-	\$30,316.73	\$-	\$	\$-	\$-	\$	\$-	\$30,317	0.05%
53	OFFICE OF INSPECTOR GENERAL	\$-	\$537.34	\$-	\$	\$-	\$-	\$	\$-	\$537	0.00%
54	LANDBANK	\$-	\$1,924.33	\$1,400,000.00	\$	\$4,171.00	\$-	\$9,154.10	\$-	\$1,415,249	2.15%
60	36TH DISTRICT COURT	\$542,919.58	\$1,920.26	\$-	\$	\$16,380.50	\$6,978,756.23	\$-	\$-	\$7,539,977	11.48%
70	CITY CLERK	\$-	\$1,046.22	\$-	\$	\$-	\$-	\$	\$-	\$1,046	0.00%
71	ELECTIONS	\$163,289.61	\$17,791.33	\$-	\$	\$24,921.50	\$88,868.72	\$-	\$-	\$294,871	0.45%
73	DETROIT PUBLIC SCHOOLS	\$-	\$-	\$-	\$	\$973.36	\$461.38	\$405,380.20	\$-	\$406,815	0.62%
TOTALS:		\$5,440,478	\$19,370,226	\$21,727,186	\$489,878	\$2,721,013	\$8,281,712	\$2,804,460	\$4,861,522	\$65,696,476	100.00%

*Cost table does not include Recreation operations (\$25M) or most overhead, including utilities, insurance, and the administrative office.

SECTION 4 • Contacts

General Services Department

Northwest Activities Center
18100 Meyers, Detroit, Michigan 48238

General Office 313-628-0055

Fax 313-628-0927/1915

**detroitmi.gov/departments/
general-services-department**

Janet G. Anderson, *Director*

La Juan Counts, *Deputy Director - Operations*

JJ Vélez, *Deputy Director - Recreation*

Sandra Yu-Stahl, *Deputy Director - Strategy & Planning*

Adopt-A-Park Program 313-224-5555

10,000 Tree Planting Program 313-224-6391

Landscape Design Unit (park design) 313-224-3484

Park Development Unit (park amenities) 313-628-1134

Ground Maintenance
(grass cutting/trash pickup) 313-628-2333

Parks & Recreation Division

General Office 313-224-1100

Fax 313-224-1860

detroitmi.gov/departments/parks-recreation

Park, Shelter Reservations & Permits 313-628-4205

Hart Plaza 313-877-8057

City-Operated Recreation Centers

Adams Butzel Complex

10500 Lyndon
313-628-0990

Farwell Center

2781 East Outer Drive
313-628-2028

Patton Center

2301 Woodmere
313-628-2001

Butzel Family Center

7737 Kercheval
313-628-2100

Heilmann Center

19601 Crusade
313-224-9334

Williams Center

8431 Rosa Parks
313-628-2036

Clemente Center

2631 Bagley
313-224-0228

Kemeny Center

2260 South Fort Street
313-628-2819

Coleman Young Center

2751 Robert Bradby Dr.
313-628-0995

Crowell Center

16630 Lahser
313-628-2050

Lasky Center

13200 Fenelon
313-628-2036



@detroitparksrec

DID YOU KNOW?

The General Services Department also serves Detroit's residents through nearly 20 companies and organizations to manage programs and facilities residents use everyday. These partnerships are vital in providing robust services.

CENTERS/FACILITIES	PARTNER
Considine Rec Center	Considine Little Rock Family Ctr
Lipke	S.A.Y. Detroit
Delray	People's Com. Svs of Metro Detroit
Eastside Tennis Health Club	Eastside Tennis Club
Tindal	Healthy Kidz, Inc.
Northwest Activities Center	Northwest Community Programs
MARINAS/BOAT FACILITIES	PARTNER
Riverside Marina	ABC Professional Enterprises, LLC
Erma Henderson Marina	
St. Jean Boat Ramp	
Hart Plaza Dock	CJC Cruises, Inc.
GOLF COURSES	PARTNER
Chandler Park Golf Course	NGF Consulting Services
Rakham Golf Course	
River Rouge Golf Course	
CEMETERIES	PARTNER
Mt. Hazel Cemetery	ST Enterprises 1, LLC
Forest Hill Cemetery	
Gethsemane	

OUTDOOR VENUES/MARKETS	PARTNER
Chene Park	The Right Productions, Inc.
Eastern Market	Eastern Market Corp.
Historic Fort Wayne	Historic Fort Wayne Coalition
Civic Center Promenade	Detroit Riverfront Conservancy
PARKS & OPEN SPACES	PARTNER
Tolan Playfield	Detroit Fitness Foundation
Rouge Horse Stables	Buffalo Soldiers Heritage Assoc.
Clark Park	Clark Park Coalition
Rouge Park (5.5-7.5 acres)	Det Blk Community Food Security Network
Campus Martius Park	Detroit 300 Conservancy
Capitol Park	
Grand Circus Park	
Harmonie Park	
Spirit Plaza	

**Thank You to
OUR PARTNERS!**

YOUR VOICE MATTERS

The General Services Department needs your feedback! In addition to calling or visiting our offices, residents can interact with GSD through various public meetings as well as the Mayor and City Council District meetings. We strive to get input from the public on projects that will impact neighborhoods and communities.

DID YOU KNOW?

In 2018 approximately 5,530 residents interacted with the General Services Department through:

- **115 Public Meetings on Park Development and Recreation Programs**
- **7 Mayoral District Public Meetings**
- **7 City Council District Public Meetings**
- **488 Resident Calls Concerning Vacant Lots**
- **2,530 through the Improve Detroit app**

Your suggestions, comments and concerns drive our continuous improvement to serve the residents of Detroit more effectively and efficiently.