



CITY OF DETROIT
GENERAL SERVICES DEPARTMENT

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To: David Whitaker, Director Legislative Policy Division
From: Crystal Perkins, Director General Services Department
Date: April 5, 2023
Re: Responses to 2023-2024 Budget Analysis

Please find below responses to your questions sent on March 17, 2023, regarding the proposed Fiscal Year 2024 Proposed Budget for the General Services Department.

- 1. Please briefly explain the department's new expense initiatives, new capital funding requests, operational reform and savings proposals, and new revenue initiatives/proposals to be implemented in FY 2024. Please provide which appropriation/cost center the new initiative/request/proposal is impacting in FY 2024.**

New Expense Initiatives:

- Transfer in of non-capital eligible activities such as vehicle leases and park amenities repair \$4,694,412 - Impact crosses multiple appropriations/cost centers
- Non-personnel inflationary pressure \$1,425,660 - Impact crosses multiple appropriations/cost centers
- Increase Marketing for Animal Safety \$75,000 - APP 25470, CC 470039
- Making 5th vacant lot cut permanent \$1,800,000 - APP26470, CC 470198
- Staff for three new recreation centers opening Summer 2024 \$162,360 - APP 27470, CC 472230 & APP 29470, CC 470035
- Unified Greenway Partnership - Operations & Maintenance \$3,500,000 - APP 26470, CC 472290
- Enhanced Freeway Maintenance Program \$6,000,000 - APP 26470, CC 470400

New Capital Funding Requests:

- Park Development \$1,000,000 - APP 20507, CC 470012
- Fleet Management \$10,000,000 - APP 20507, CC 470100
- Unified Greenway Partnership \$1,000,000 - APP 20507, CC 472290

No new revenue initiatives to be implemented in FY 24.

- a) Please explain the services that was transferred to the Construction and Demolition Department; how will this restructuring of services improve GSD operations in FY 2024?**

Services transferred to the Construction and Demolition Department include facility operation support services such as plumbing, roof repair, as-needed general contracting, A&E, and HVAC. This will improve facilities operations given the extensive experience of Director Lajaun Counts who previously oversaw the Facilities Maintenance Division within the General Services Department for over 7 years. She retains a great deal of institutional knowledge and experience managing facilities maintenance and capital projects across the City of Detroit.



2. On page B47- 4, Please explain the services provided by General Services for Animal Control compared to the Health Department Animal Control operations.

The services provided by General Services for animal control include:

- Enforce the provisions listed in the City Code.
- Enforce all applicable animal control laws of the State of Michigan.
- Respond to all dog bites and citizen complaints.
- Impound all dogs caught at large and provide for field return as appropriate in accordance to City Code.
- Investigate and follow up on dangerous animal complaints.
- Investigate dog-person incidents at City or other approved off-leash dog areas including dog parks, beaches, public parks, etc.
- Issue citations to any person whose animal is in violation of any city ordinance.

The services provided by the Health Department for animal control include:

- To promote and protect the health, safety, and welfare of the residents and visitors from animal bites, zoonotic disease, or traffic hazards
- To maintain the highest standards of humane animal sheltering
- To promote the placement of animals into homes
- To encourage responsible pet ownership through education, enforcement, and community partnership
- Lost dog identification
- Dog licensing

The administration will be submit a transfer of the Animal Care functions to GSD as part of the Errata letter and will include these changes in the EOP.

3. On page B47- 4, Please elaborate on the Metrics and Data regarding the Number of participants serviced by category of need: 63,459 participants to date in Food Services Program.

District	Location	CACFP Meals Served	SFSP Meals Served - Breakfast	SFSP Meals Served - Lunch
1	Crowell Recreation	N/A	1,134	2,328
2	Adams Butzel	904	1,877	2,100
2	Northwest Activity Center	N/A	2,943	3,068
2	Palmer Park	N/A	845	720
3	Farwell Recreation	349	1,726	2,035



3	Lasky Recreation*	N/A	N/A	1,630
3	Heimann Recreation	N/A	2,697	2,987
5	Butzel Family Center	N/A	1,080	1,143
6	Clemente Recreation*	N/A	N/A	805
6	Kemeny Recreation	1651	2,220	2,279
6	Patton Recreation	364	1,800	1,935
ALL	Satellite Sites (Pistons+ Host Camps)	612	10,357	15,750
Totals		3,880	26,679	36,780

4. On page B47- 5, Please provide a list and amounts of non-capital eligible expenditures transferred from other departments.

These items were not transferred from other departments. By “transferred in,” we mean that these were funded from non-General Fund sources but are now being funded via the General Fund. This was the result of a determination that these items were not eligible for the use of capital funding.

5. The Proposed FY 2024 Budget include 867 FTE, a decrease of 18 positions from the FY 2023 Adopted budget; please explain the decrease and from which activities. Are they full-time or seasonal positions? The forecast years show a decrease of 87 positions in total and 69 Non-General Fund positions; what is the reason for the decrease?

The General Services Department Facilities position budget was transferred to the Construction and Demolition Department for the repair and maintenance of buildings that previously fell under the responsibility of the General Services Department. All positions transferred are full-time.

6. On page B47-6, the department has a total of 69 FTE vacancies as of 2/10/23, how many vacancies are fulltime and part-time/seasonal positions? Please explain how part-time/seasonal positions are utilized in the department. According to the Office of the Chief Financial Officer (OCFO) Report, as of December 31, 2022, the department had 140 full-time vacancies, how many vacancies are in the General Fund and how many are in non-General Fund. Please explain the reason for vacancies. Briefly describe the difficulty in filling vacancies or the reason for keeping positions vacant. Also, please briefly explain the department's strategy to fill the vacant positions.

The actual positions mentioned on page B47-6 includes the ARPA Skills for Life positions which are not part of the FY2023 Adopted budget. Taking that into account, the department had 248 vacancies as of March 28, 2023, including 146 seasonal positions. We have two divisions which hire seasonal positions: Grounds Maintenance and Parks & Recreation. These divisions experience higher



workloads during the spring, summer, and early fall months. In our Grounds Maintenance Division, we begin filling our seasonal positions in March with the returning employees from the previous year; then in April we hire new employees to fill any seasonal vacancies we may have left in this division. In our Parks & Recreation Division, we begin filling our seasonal positions in June with returning employees and continue to fill vacancies throughout the season. There has also been some difficulty in hiring skilled trade positions due to competition with the private sector. These vacancies are primarily located in General Fund.

We have a total of 62 part-time positions in our Parks & Recreation Division, comprised of Public Service Attendant, Lifeguard, Senior Lifeguard, and Swim Instructor positions. As of March 28, 2023, we had 11 part-time vacancies in Parks & Recreation.

We are working diligently with HR to fill all vacancies. We are confident that our vacancy rate will diminish with our new strategy to hold hiring events (job fairs) on a monthly basis with on-the-spot job offers. We are also leveraging our social media handles to market and advertise these events and vacancies.

7. On page B47-9, please explain the year-over-year change from the current budget to FY 2024 for the following General Fund expenditures:

a) Professional & contractual services increases by \$5.3 million in FY 2024.

Increase due to 5th vacant lot cut funded in General Fund rather than 1003-Blight Fund; the establishment of 472290-Unified Greenway Partnership cost center that includes funding related to the Unified Greenway Partnership, including JLG maintenance, equipment and supplies, and the General Fund contribution to the Detroit Riverfront Conservancy; increased Fleet repair costs; and increased costs for security services at 36th District Court.

b) Operating supplies decreases by \$3.1 million in FY 2024.

Decrease due to the transfer of GSD Facilities budget to the Construction and Demolition Department.

c) Operating services decreases by \$5.8 million in FY 2024.

Decrease is due to the consolidation of utilities from 472200-Recreation Operations to the Non-Departmental budget.

8. On page B47-9, please explain the year-over-year change from current budget to FY 2024 for the following Blight Remediation Fund expenditures:

a) Salaries & wages increases by \$2.6 million in FY 2024, while employee benefits by only \$177,000 in FY 2024.



Increase is due to the transfer of the Neighborhood Trades Unit from the Solid Waste Fund to the Blight Fund.

b) Professional & contractual services increases by \$7.4 million in FY 2024.

This increase is due to the transfer of freeway maintenance responsibilities, previously undertaken by the State of Michigan, to the General Services Department at a cost of \$6 million with the remainder of the increase due to higher costs for blight removal/maintenance/cleanouts of Land Bank owned properties.

c) Please explain why there is no budget for forecast years.

Prior year surplus comprises the budget for the Blight fund. As prior year surplus is a one-time funding source, it is only shown in the appropriated year.

9. On page B47- (12/13), please explain the year-over-year change from the current budget to the Proposed FY 2024 Budget for the following expenditures:

a) Appropriation 26470- Parks and Public Space Management - 470012 - Park Development decreased by -\$1.3 million (44.9%).

Year-over-year reduction due to decrease in for park maintenance supplies and repair services.

b) Appropriation 26470- Parks and Public Space Management - 472290 - Unified Greenway Partnership increased by \$3.5 million and increases to \$6 million in the forecast years.

Given the current, limited level of Joe Louis Greenway completion, less funding will be required in FY 24 relative to forecast years, when more completed miles of Greenway are anticipated.

c) Appropriation 27470- Recreation- GSD - 472200 – Recreation Operations decreased by \$7.0 million.

Decrease is due to the consolidation of utilities from 472200-Recreation Operations to the Non-Departmental budget.

d) Appropriation 27470- Recreation- GSD - 472280 – Arts Culture & Entrepreneurship increased by \$588,690. Please explain why FTEs aren't there associated with this program.

Arts, Culture & Entrepreneurship FTEs were inadvertently in their previous cost center in the data used to generate the FTE reports. These FTEs are included in GSD's budget and the FTE table will be updated to give those FTEs the correct cost center reporting.



e) Appropriation 29470- GSD Shared Services - 470010 – Facilities Management decreased by \$10.4 million. Please describe the services transferred to the Construction & Demolition Dept.

Transferred services include building maintenance, security, technical (HVAC, plumbing, electrical, and structural systems), and architectural & engineering services.

f) Appropriation 29470- GSD Shared Services - 470100 – Fleet Management increased by \$2.7 million.

Increase due to transfer of vehicle leases from capital fund and increases in the cost of fuel and automotive parts.

g) Appropriation 29470- GSD Shared Services - 470115 – 36th District Court Madison Center increased by \$1.4 million. What is the rationale for retaining this activity instead of transferring it to the Construction & Demolition Dept?

The Construction & Demolition Department will oversee the maintenance and improvements of buildings and building systems, as well as capital improvement programs. Security services for the 36th District Court are unrelated to the building itself.

h) Appropriation 29471- GSD – Administration - 470009 – Property Management decreased by \$784,150. Please describe the activity transferred to the Construction & Demolition Dept.

This amount represents utility costs that were consolidated in Non-Departmental.

10. On page B47-13, what is the source of the funds for the Blight Remediation Fund 1003 expenditures, prior years' surplus? Why are recurring expenditures funded with one-time surplus funds? Please describe the Dangerous Tree program; in what cost center is this activity charged. How will the \$5 million included in the FY 2023 Supplemental Appropriation be utilized?

Unrestricted fund balance (surplus) from the General Fund funds the Blight Remediation Fund and is reevaluated on a year-over-year basis for both recurring and one-time funding needs.

The Dangerous Tree Program is an initiative to remove/trim dead, diseased, and hazardous trees throughout the city located on private properties. Program eligibility will prioritize seniors, residents with disabilities, those who qualify for the HOPE/CHC programs, and emergencies. This activity will be in our Blight Remediation Fund 1003 Cost Center DLBA – Grounds Maintenance 472150. The \$5m included in the FY 2023 Supplemental Appropriation will be utilized for the Dangerous Tree Program.



11. On page B47-13, please explain the year-over-year change from the current budget to the Proposed FY 2024 Budget for Fund 1003 Blight Remediation Fund expenditures:

a) Appropriation 20253 - Blight Remediation Projects- 470198 – Grounds Maintenance decreased by \$1.5 million.

Vacant lot cuts moved to General Fund - 470198 - Grounds Maintenance.

b) Appropriation 20253 - Blight Remediation Projects- 472130 – Corridor Trades Unit decreased by \$615,504. Is this an area where the city's responsibilities have increased; if so, why the decrease in funding?

All Board Up Program functions moved to the Construction and Demolition Department.

c) Appropriation 20253 - Blight Remediation Projects- 472150– DLBA Grounds Maintenance increased by \$1.3 million.

Increase due to higher costs associated with blight removal/cleanouts/monthly maintenance on DLBA homes.

d) Appropriation 25470 - Safe neighborhoods - GSD- 472120- Neighborhood Trades Unit increased by \$269,648. Why the transfer from Fund 3401 Solid Waste Fund (see B47-14) to Fund 1003? Why are the revenues for this activity still shown in Fund 3401 Solid Waste Fund (see B47-16)?

This transfer was made in order to balance the Solid Waste Fund. These revenue accounts were unfortunately not updated prior to the February Revenue Estimating Conference. The required update to the accounts will be addressed by the September Revenue Estimating Conference.

e) Appropriation 26470 – Parks and Public Space Management- 470400 – Freeway Maintenance increased by \$6.0 million. Briefly explain the city's responsibilities to provide this service.

The city will begin maintenance of 761 acres of freeway space and 70 acres of service drive space within the city limits. This function was previously managed by the State of Michigan. The maintenance plan will include mowing and cleaning of the freeways and service drives. Cleaning will include a five-cycle rotation removing of litter and debris and heavy weeds and overgrowth.

12. On page B47-14, please explain the year-over-year change from the current budget to the Proposed FY 2024 Budget for the following Non- General Fund expenditures:

a) Fund 3301- Major Street- Appropriation 26470 - Parks and Public Space Management - 470300– Median Grass Cutting increased by \$606,177.



Increase due to maintenance costs of new streetscapes developed by DPW.

b) Fund 3301- Major Street- Appropriation 26470 - Parks and Public Space Management - 470402 - Freeway Maintenance Seasonals increased by \$548,934.

Increase driven by wage growth for seasonal staffing for freeway berm grass cutting.

c) Fund 3301- Major Street- Appropriation 29470 - GSD Shared Services - 470110- Street Maintenance Garage- Street Fund increased by \$662,973.

Increase due to the transfer of Street Fund portion of vehicle lease expenditures from Capital Fund to Street Fund.

d) Fund 3401- Solid Waste Management- Appropriation 29470 – GSD Shared Services - 470101- Solid Waste Fleet increased by \$493,495.

Increase due to higher costs for parts management at Russell Ferry, Street Maintenance, & Fire Apparatus Garages and the Solid Waste portion of vehicle lease expenditures transferred from the Capital Fund.

13. Fund 4533- City of Detroit Capital Projects- briefly describe the GSD led capital projects included in the proposed budget; please include the amounts and funding sources. Why are there no capital funds included in the proposed budget for Facilities Management- 470010? Why is funding included in Fund 4533 Capital Projects and the General Fund for the Unified Greenway Partnership - 472290 in FY 2024?

The Capital Projects in Fund 4533 led by GSD are the following:

- 470012 – Park Development - \$1M
 - Replacement or repair of damaged parks amenities
- 470100 – Fleet Management - \$10M
 - Acquisition of vehicles citywide in accordance with the Vehicle Replacement Plan
- 472290 – Unified Greenway Partnership - \$1M
 - Maintenance Equipment - \$600K
 - Security Equipment - \$350k
 - Security Vehicles - \$250k

Facilities Management – 470010 has been transferred to the Construction & Demolition Department.

The funds for the Unified Greenway Partnership allocated in the GF is for daily maintenance and funding provided to the Riverfront Conservancy each year.



a) Please list and describe the capital projects included in the FY 2023 Supplemental Appropriations for GSD: Parks and Recreation and fleet electrification.

The FY 2023 Supplemental Appropriations for GSD capital included allocations for the following items:

- i. Parks renovations
- ii. Urgent state of good repair improvements at DPD, GSD, and Elections facilities
- iii. EV charging infrastructure for Parking Department electric fleet

14. On page B47-16, briefly describe the source of the revenues for the following funds:

a) General Fund: which appropriations include funding from prior year's surplus?

No prior year's surplus is proposed for GSD's General Fund.

b) Fund 2112- Recreation: are these multi-year federal/ state grants or do we reapply annually?

These are multi-year grants.

c) Fund 3401- Solid Waste Management: Appropriation 25470 – Safe Neighborhoods - GSD- Why the \$4.3 million decrease in revenues for FY 2024; how were the revenues for the forecast years determined? The revenues do not balance to the expenditures; why?

The decrease is due to the move of the Neighborhood Trades Unit budget from Fund 3401 to Fund 1003.

The forecast mismatch is the result of a data error in the expenses forecasting model. However, Fund 3401 overall remains balanced in all years of the four-year plan.

15. What are the plans for the Historic Fort Wayne? Are there any facility improvements for Historic Fort Wayne included in the proposed budget? If so, where is it appropriated and how does it compare to the current fiscal year budget? Are there any federal or state funding anticipated for the operations of the Historic Fort Wayne?

GSD has been developing a plan to reopen Fort Wayne to the public and is also seeking entities interested in investing in Fort Wayne facilities in lieu of paying rent. There is no funding specifically targeted to facility improvements for Fort Wayne in the FY 24 proposed budget. GSD is seeking federal grant funding to stabilize several of the existing buildings.



16. Northwest Activity Center – Does the city provide operating funds for the center? Are there capital funds included in the proposed budget for the center? Please provide Council with a copy of the Northwest Activity Center’s most recent operating budget and annual financial statements as well as a list of current board member.

In the current fiscal year, the department has allocated \$85,000 for the NWAC subsidy. We have allocated \$1,095,000 in our Rec Center Refresh ARPA plan for renovations at the center. The NWCP Board of Directors consist of thirteen positions. Seven (7) members from the City of Detroit and six (6) members from the community, with one (1) of the six (6) being a member of the Northwest Activities health club.

Please see the list of current board members below:

- Kim Tandy, President (COD Representative)
- Kerwin Wimberley – Vice President (COD Representative)
- Byna Elliott – Treasurer (Community Representative)
- Nicholas Assenmacher – Secretary (Community Representative)
- Raymond Scott – Member (COD Representative)
- Terra Defoe – Member (COD Representative)
- Keith Flournoy – Member (COD Representative)
- James Williams – Member (Community Representative)
- Saleem Shaheed – Member (Community Representative)
- 4 vacancies