

## **CITY OF DEARBORN**

*“To deliver superior public service and earn the public’s trust  
everyday in everything we do.”*

### **DEPARTMENT OF PUBLIC WORKS**

#### **EXECUTIVE SUMMARY**

##### **MISSION STATEMENT**

*We are responsible for providing the best possible Public Works services to the community, efficiently and fairly. Our work is dedicated to maintaining a safe, healthy and comfortable environment, with clean streets, beautiful parks, high quality water, sewer and waste handling systems, as well as properly maintained vehicles, facilities and equipment. We will work as a team to promote respect toward all employees and Dearborn residents. The needs of the community will guide us as we continually explore ways to deliver better service.*

##### **INTRODUCTION TO DEPARTMENT / MAJOR DEPARTMENT FUNCTIONS**

The Department of Public Works (DPW) carries out the functions defined in the City of Dearborn “charter” and is responsible for a broad range of services for the benefit of the public. The Department of Public Works and its Divisions employ **136** full-time staff and **23** part-time staff. The department operates out of six different locations (Greenfield Yard, Sewerage Yard, Central Garage, Miller Road, Powerhouse and City Hall).

To fulfill the requirements of the charter defined functions, Public Works is divided into five divisions: Administration, Facilities (Building Services, Line Crew, Powerhouse), Engineering, Public Services (Parks, Highways, Motor Transport, Sanitation) and Water/Sewerage. Each of these divisions operates semi-autonomously, with a manager assigned to oversee its operation. The Administrative Division oversees the department as a whole and is managed by the Director of Public Works, who is appointed by the Mayor.

### **MAJOR DEPARTMENT FUNCTIONS** (By Division)

**Administrative** – Central planning, capital project administration, program and budget administration, energy and utility coordination and management of DPW divisions. In addition, the division is responsible for the City's compliance with the Federal Americans with Disabilities Act (ADA), the Clean Water Act of 1972, the Comprehensive Environmental Response, Compensation and Liability Act (Superfund).

**Facilities** – The division is responsible for operation, maintenance, repair, construction and alterations of all City buildings and pools, provision of HVAC, office equipment transfers and installing and removing utilities for special events and the administration of various maintenance contracts and outsourced janitorial services. The sign shop is responsible for fabrication and maintenance of signage for all streets, parks and city buildings. The Line Crew installs and

maintains traffic signals and related equipment, supports external phone and data cables between various city facilities and assists in maintenance of ornamental street lighting. The Power House group handles distribution of steam and chilled water for the various HVAC systems the Ford Community and Performing Arts Center (FCPAC), Henry Ford Centennial Library and the Police/Court building and assists in the maintenance of various HVAC equipment and boilers in other city-owned facilities.

**Engineering** – Responsible for all municipal civil engineering projects.

Administer the City's Major and Local Street Funds, execute concrete and asphalt paving of the City's Major and Local Streets, water main replacement and sewer main replacement, rehabilitation and replacement projects, and execute the City's Combined Sewer Overflow Control Project and Sewer Separation projects. Responsible for maintaining the City's records of all major infrastructures within the public "right of way" and easements and City properties.

**Public Service Division (Parks, Highways, Motor Transport, Sanitation)** –

Repair and maintain all city roadways, parking lots, jogging tracks and alleys. Perform leaf pick-up, snow removal, salting and street cleaning operations as necessitated by changing seasons. Assist other divisions with clean up efforts during and after storms. Assist Water Division with street cleaning or salting when they have repairs. Assist Camp Dearborn with spring cleanup and preparation for season opening. We also provide assistance for all special events. Maintain all turf, landscaping and playground equipment associated with

City parks, buildings and public easements, as well as the management of the City's urban forestry program. This Motor Transport division manages the motorized fleet, operates the Central Garage and the City's vehicle fuel supply. These services are provided through a combination of in-house and contractual services. The Sanitation group is responsible for trash pick-up in the city's parks, at public buildings and nearly 300 street can locations throughout the city. They also provide special pick-up assistance to residents as directed by the Residential Services Department, Neighborhood Services Division.

**Water and Sewerage** – Install, operate and maintain the City of Dearborn water and sewerage systems in conformance with Federal, State and local regulatory requirements. Major divisional tasks include inspection, repair and maintenance of two major and six minor lift stations, four CSO capture/treatment facilities, fourteen diversion chambers, twenty-four storm water outfalls, fourteen combination sewer outfalls, 11,139 storm drains, 10844 manholes, 4,322 Gate Wells, 2,838 fire hydrants and over 650 miles of sewer mains, over 370 miles of water main, perform water meter readings and billings for over 33,000 water service connection and enforcement of backflow connection ordinance. Other divisional tasks include support the City's snow removal operations, implementing storm water pollution control initiatives, assisting Engineering with data collection, issuing fire hydrant permits, maintaining city-owned building backflow devices and providing support to other city departments.

## **DPW 2013-2014 Budget Overview**

DPW responsibilities include Administration, Facilities (Building Services, Line Crew, Powerhouse) Public Services (Highways, Parks, Motor/Transport, Sanitation) Water/Sewerage Division and Engineering Division.

The DPW 2012-2013 budget year had major re-organization initiatives, dramatic increases in contractual services along with the reduction of DPW personnel.

Overall DPW personnel numbers are down 17 (10 percent) from the 2011-2012 level (from 176 employees to 159). DPW is now contracting for street sweeping and grass cutting, which reduces the cost of these services by fifty percent along with the additional cost of staff reductions. Following are the major bench marks achieved toward maintaining essential services while downsizing personnel and reducing costs:

- **Street sweeping:** Street sweeping is continuing to be done by contractual services. The cost for each time the entire City is swept is 50% less than using City personnel and equipment. In addition to the cost savings per sweep, the City has also reduced the number of times the entire City is swept between April and November from 26 to 10-12 depending on the weather.
- **Year round outdoor property maintenance of City buildings and parks:** The four season outdoor maintenance is now done by contractual services with a 60% reduction in City cost to provide this service.
- **Bulk Leaf Pickup and Disposal:** Restructuring and competitive bidding of the Leaf Disposal Contract resulted in a net savings of \$116,000. Under

this contract, bulk leaves are hauled to a compost facility for further processing before being returned to the environment as beneficial mulch.

- **Park Maintenance:** In our continuing effort to save on expenses, during the last two fall seasons leaves from the City Parks were mulched on-site. Benefits of this were the elimination of leaf hauling and the reduction in turn fertilization as the mulched leaves help amend the soil.
- **City Beautification Program:** Revisions made to the Flower Planting program have saved over half the city's expenses from last year. **Motor Transport:** Has increased the low end vehicle and equipment repair previously performed by outside vendors to in house staff, and closely monitor and evaluate City vehicles and equipment to right size maintenance, repairs, and quantity.
- The Facilities Division outsourced Janitorial Services for an approximate \$20,000 savings and the elimination of five part-time custodial staff.
- The Water/Sewerage Division continues the operation and maintenance of four CSO storage/treatment facilities with existing City staff. The operational cost using City staff is 50% below the consulting engineering projections of just one year ago and below the regional average of other facilities across Southeast Michigan.
- The Engineering Division has implemented the CSO separation program with existing internal staff. The switch to sewer separation and the use of in house engineering staff has reduced the overall remaining engineering cost of the CSO Control program by \$20 million and the capital cost by

\$50 million. Resurfaced/concrete paved 5.8 miles of roadway, constructed 9,280 linear feet of sanitary and storm sewers, replaced 38,530 linear feet of water mains, replaced 224,100 square feet of sidewalk, 44,600 square yards of concrete and rehabilitated 2,680 linear feet of sewer lines.

- The major challenge for the 2013-2014 budget year is to continue to address the budget reductions necessary to meet projected revenues over the next three to five years while maintaining essential services to the public. Major efforts at maintaining essential services and reducing costs will be focused on:
- Continued use of in house engineering for sewer separation and construction that are required by the City's NPDES CSO permit over the next 15 years. It will be essential to establish and maintain strong oversight of contractual programs of street removal, water and sewer removal and replacement, as well as strong neighborhood communication during the duration of this 15 year project.
- Continued strong adherence to and compliance with the City's NDPES permits governing storm water and CSO discharges.
- Continued evaluation of every DPW function and personnel position with regard to delivery of essential services and cost.

The proposed 2013-2014 DPW budget reflects a strong initiative towards meeting the challenges of providing essential services and reducing overall cost posed by the economic downturn in Michigan.