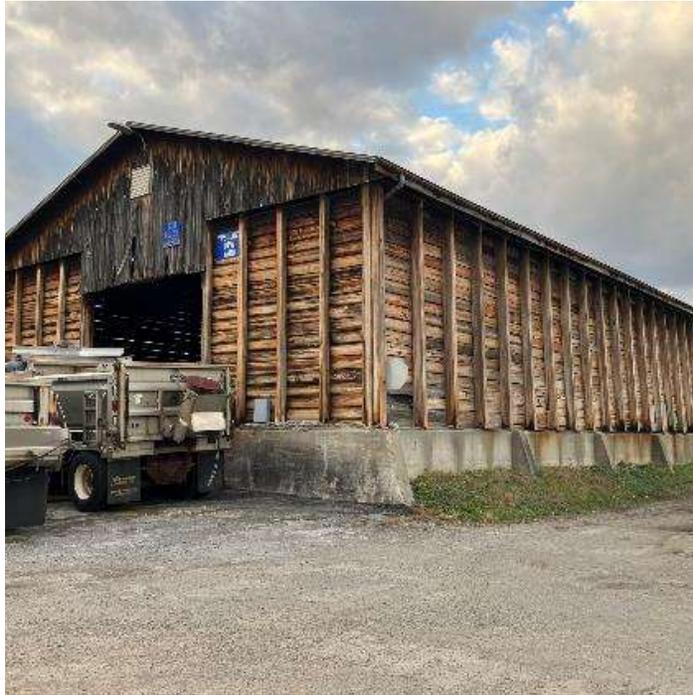




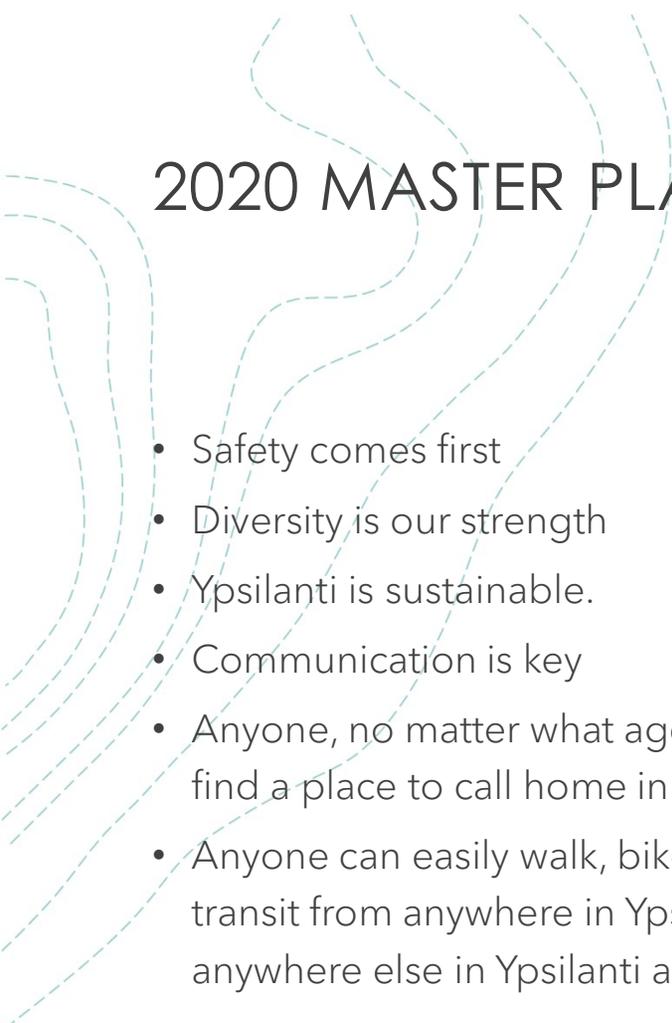
# PUBLIC SERVICES YARD

7 November 2023



# AGENDA

- Goals
- DPS functions
- DPS facility
- Options
- Next steps



## 2020 MASTER PLAN GUIDING VALUES

- Safety comes first
- Diversity is our strength
- Ypsilanti is sustainable.
- Communication is key
- Anyone, no matter what age or income, can find a place to call home in Ypsilanti
- Anyone can easily walk, bike, drive, or take transit from anywhere in Ypsilanti and to anywhere else in Ypsilanti and beyond
- Ypsilanti is a great place to do business, especially the green and creative kind
- Everyone in the region knows Ypsilanti has great things to do in great places that are in great shape
- Ypsilanti is an asset of Eastern Michigan University, and Eastern Michigan University is an asset of Ypsilanti
- We can only achieve our vision by building a community amongst ourselves and with our neighbors

# 2023 COUNCIL GOALS (RES. 2023-016)

## RETAIN AND ATTRACT STAFF

Retain and attract staff by ensuring they have the tools necessary to do their jobs well and by providing performance incentives.

## COMMUNITY MENTAL HEALTH

Identify community partnerships to achieve the goal of a regional non-emergency response plan and facilitate the creation of a response team.

## COMMUNITY ENGAGEMENT

Engage our residents through commissions, neighborhood hubs, communications, outreach tools, events and activities to sustain our community.

## INVEST IN INFRASTRUCTURE

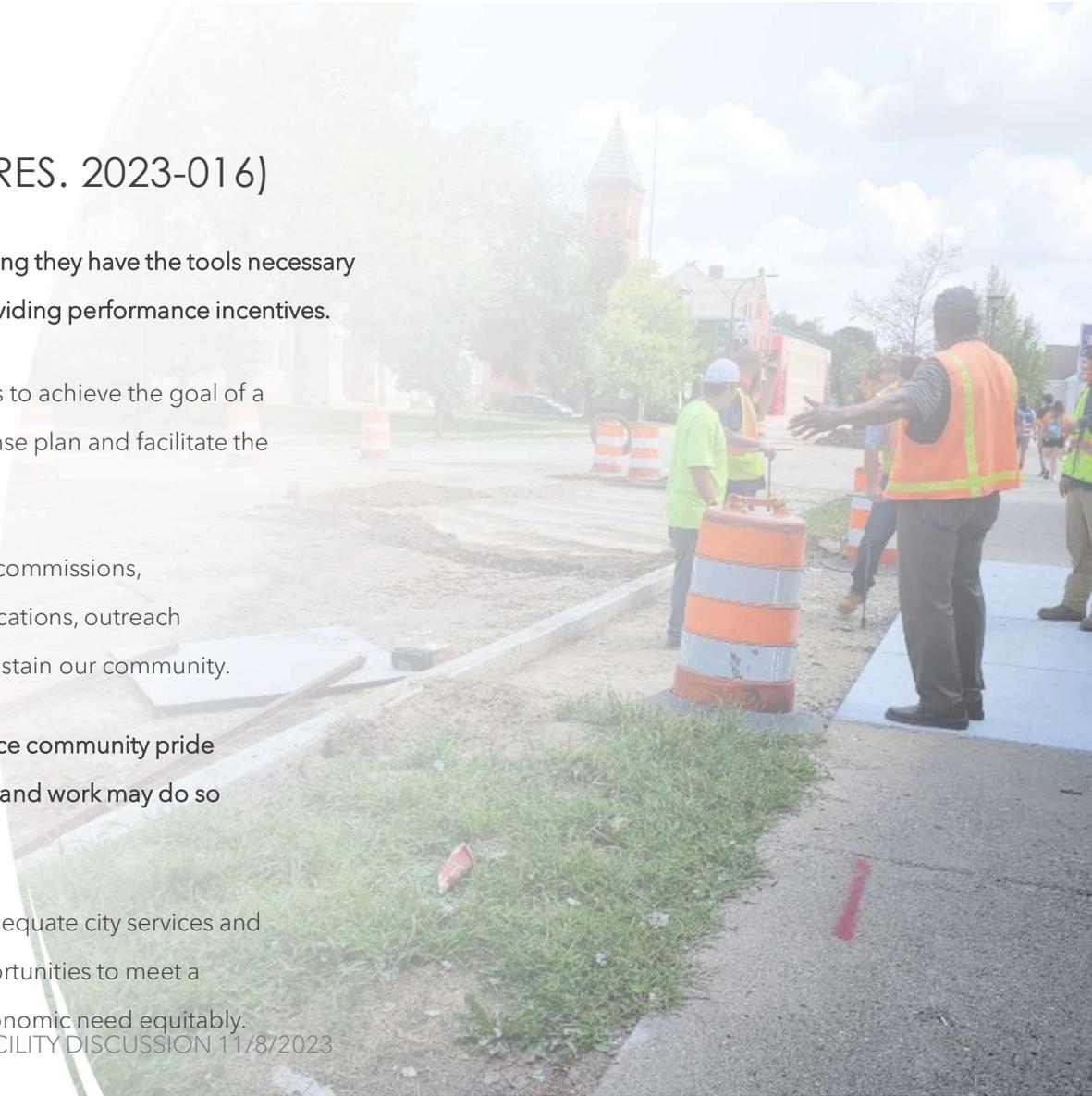
Invest in infrastructure to enhance community pride and ensure those that live, play, and work may do so safely.

## REVENUE GENERATION AND HOUSING

Generate revenue to provide adequate city services and examine different housing opportunities to meet a multigenerational need and economic need equitably.

11/8/2023

DPS FACILITY DISCUSSION 11/8/2023

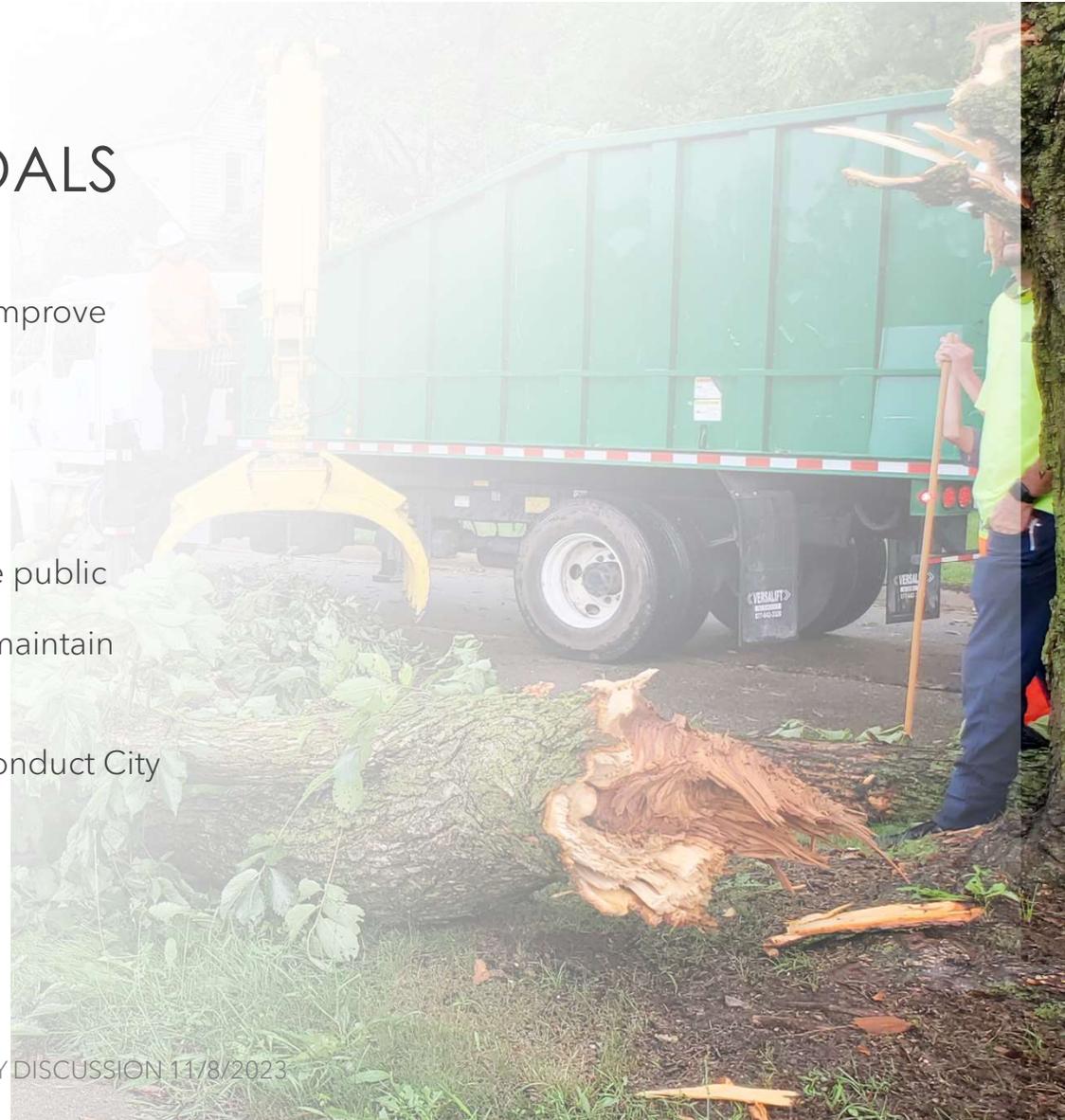


# 2023 PUBLIC SERVICES GOALS

- Continue to improve recruitment and retention: improve worker safety
- Provide emergency/after-hours response
- Provide timely and efficient fleet services
- Provide continuous and predictable service to the public
- Prevent additional damage to infrastructure and maintain existing level of maintenance
- Provide functional and safe facilities in which to conduct City business
- Continue to provide solid waste services

11/8/2023

DPS FACILITY DISCUSSION 11/8/2023



# GOALS

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## RETAIN AND ATTRACT STAFF

Retain and attract staff by ensuring they have the tools necessary to do their jobs well and by providing performance incentives.

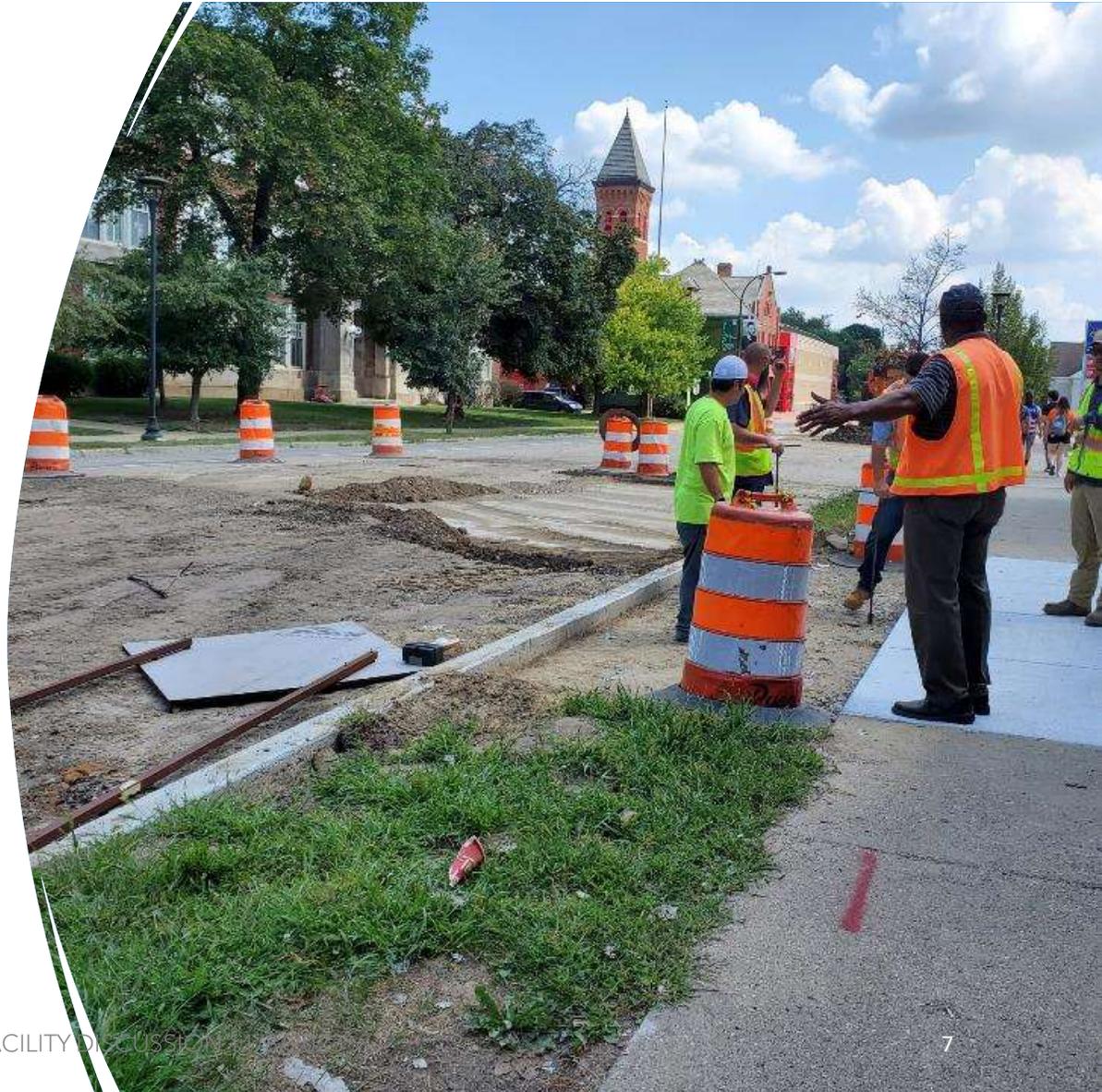


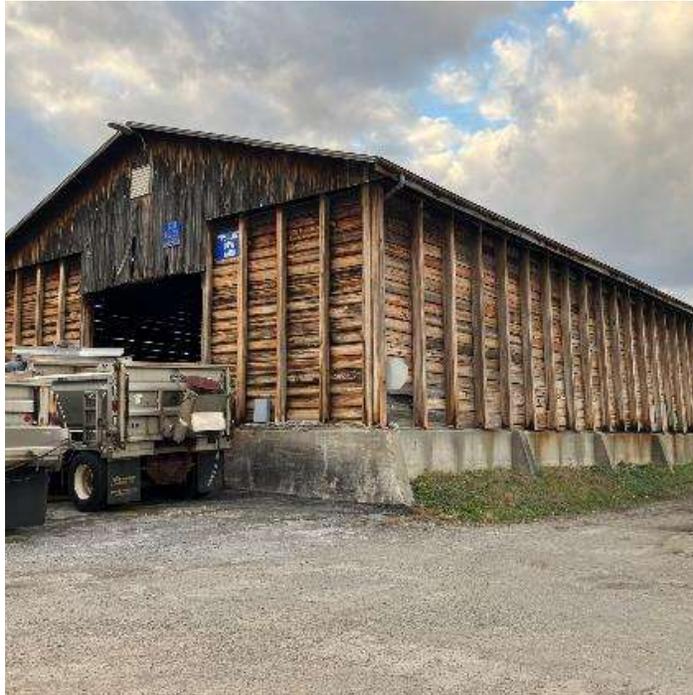
# GOALS

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## INVEST IN INFRASTRUCTURE

Invest in infrastructure to enhance community pride and ensure those that live, play, and work may do so safely.

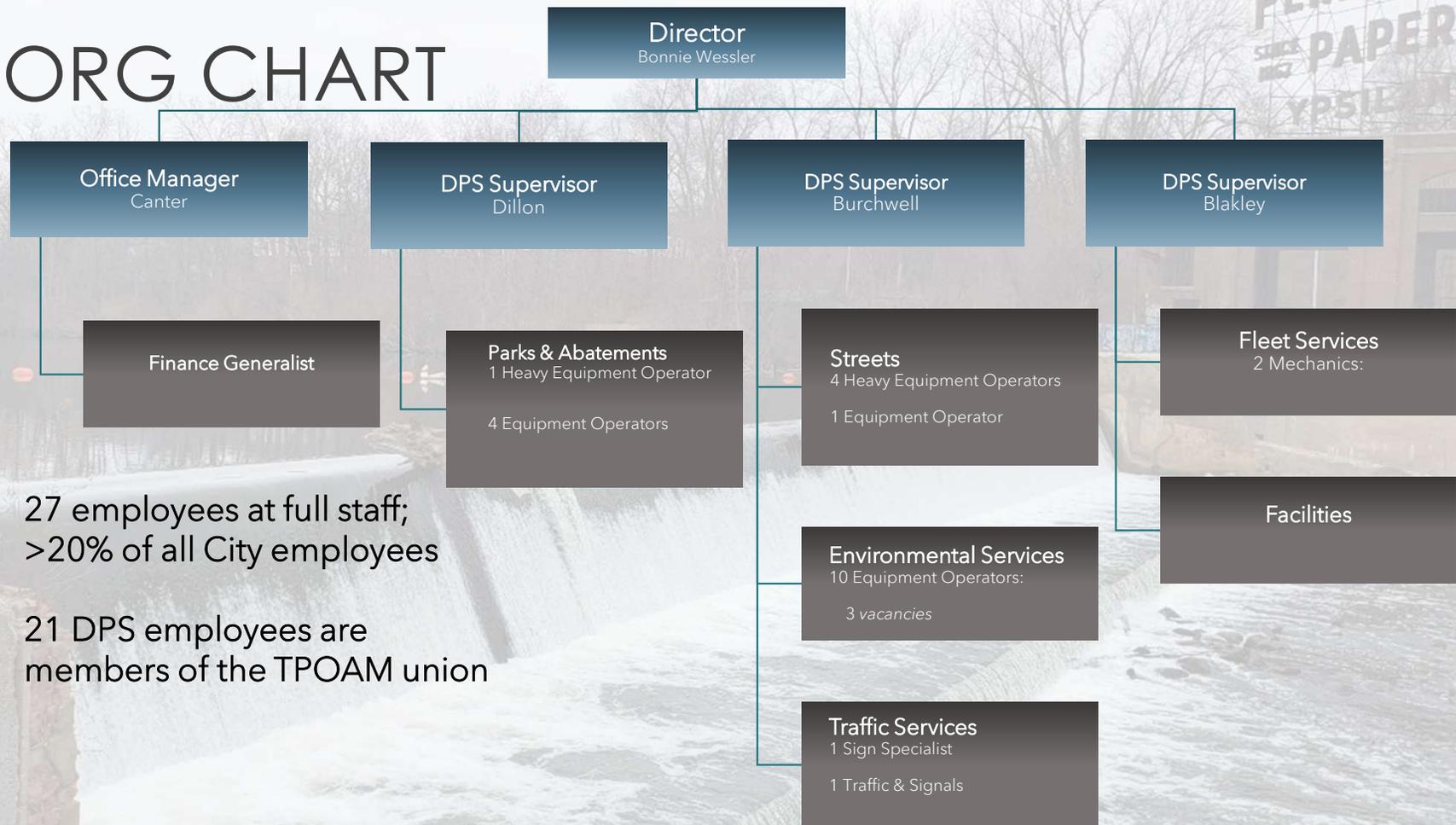




## AGENDA

- Goals
- DPS functions
- DPS facility
- Options
- Next steps

# DPS ORG CHART



27 employees at full staff;  
>20% of all City employees

21 DPS employees are  
members of the TPOAM union

# DPS RESPONSIBILITIES

## Solid Waste Management

- Trash contract
- Recycling
- Yard waste & composting
- Downtown & parks public trash can trash/recycling pickup

## Parks

- Maintenance (routine & capital)
- Adopt-a-Park
- Special Events
- Dam safety & maintenance

## Administration

- Capital Improvement Plan
- Transportation planning
- Sustainability Commission
- Parks & Arts Commission (shared)
- Grants
- Project Management

## Right-of-Way Management

- Permits
- Urban forest
- Roads
- Traffic
- Storm sewer
- Streetlighting contract

## Emergency Planning & Response

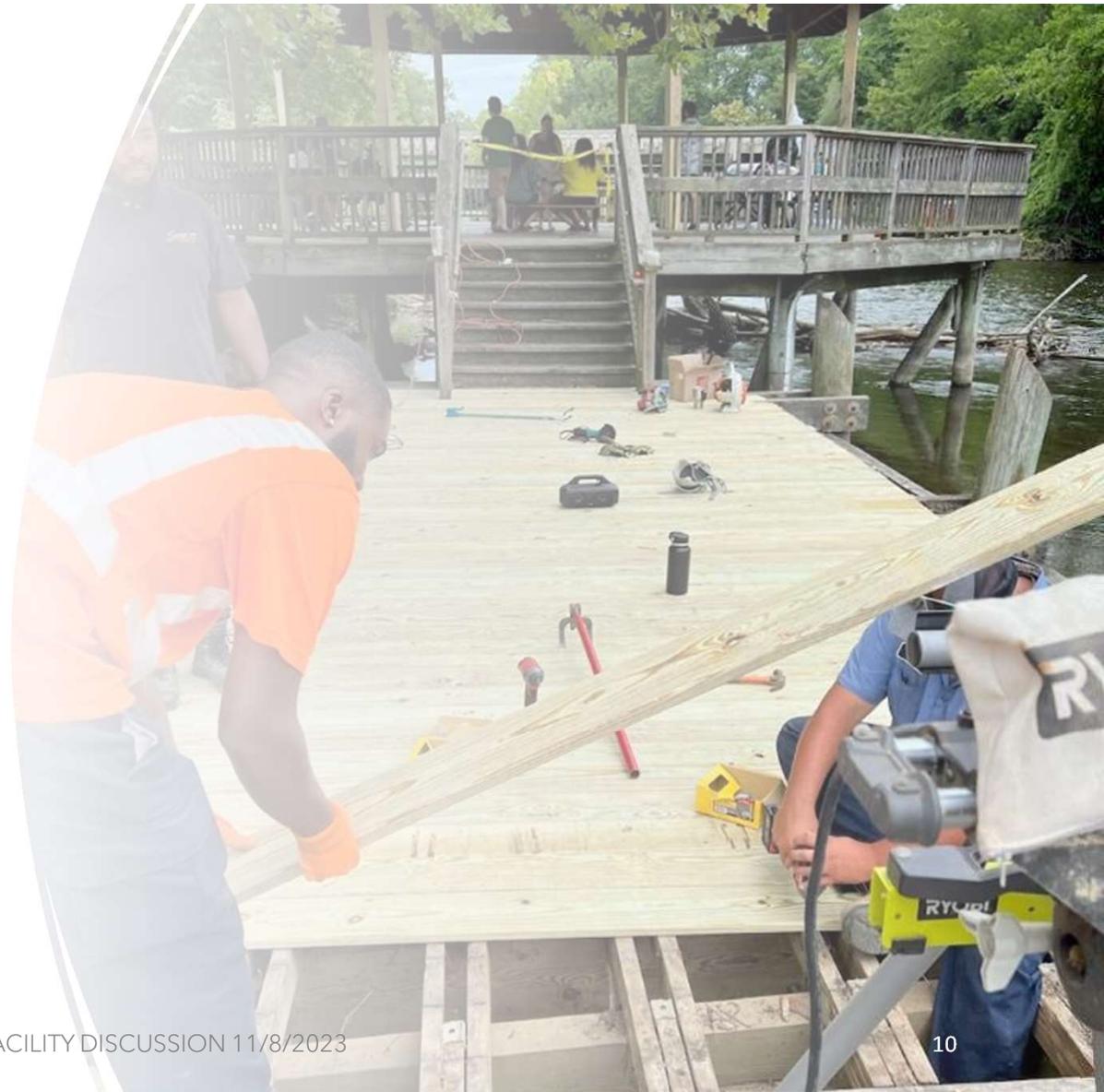
- Snow emergencies
- Disaster response
- Dam EAP

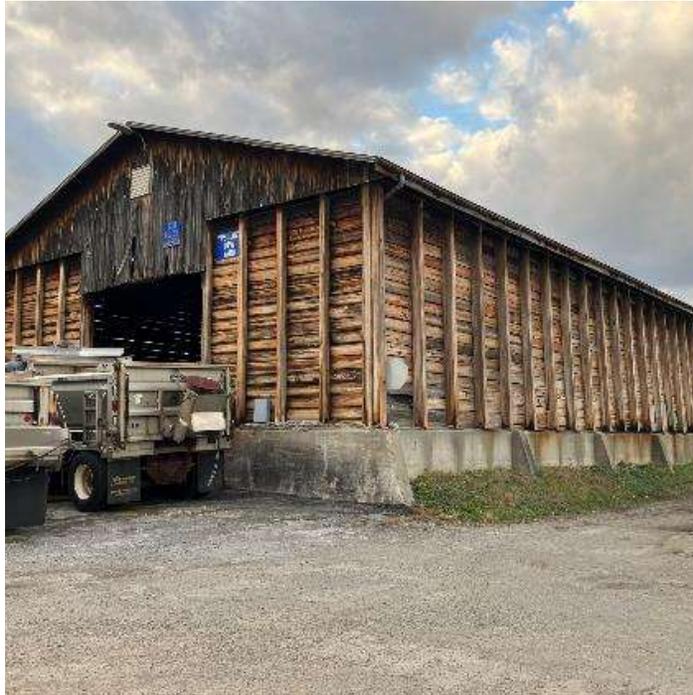
## Facilities

- Maintenance (routine & capital)

## Fleet

- Acquisition
- Maintenance
- Disposition





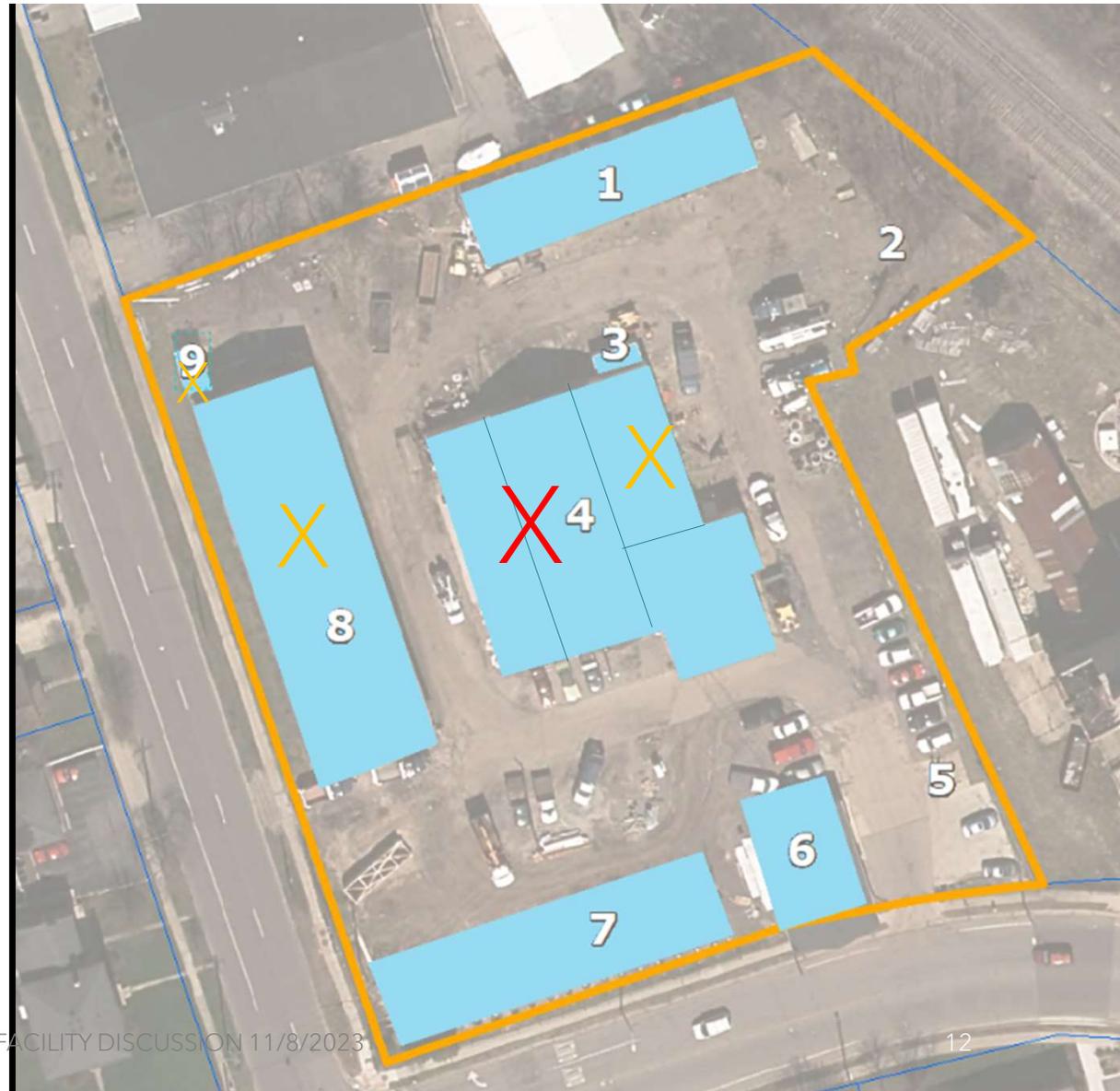
## AGENDA

- Goals
- DPS functions
- DPS facility
- Options
- Next steps

# FACILITIES

14 West Forest Ave, 2.4 ac

1. Pole Barn
2. Vactor pad
3. Shipping container
4. Main building
  - A. Garage (main bay)
  - B. Cold patch
  - C. Traffic control
  - D. Garage (center bay; closed)
  - E. Welding bay
  - F. Wash bay
  - G. Sign shop (closed)
  - H. Parks department (closed)
5. Fuel pumps
6. Office
7. Truckport
8. Salt Barn
9. Shed



# FACILITIES

14 West Forest Ave, 2.4 ac

## High-priority

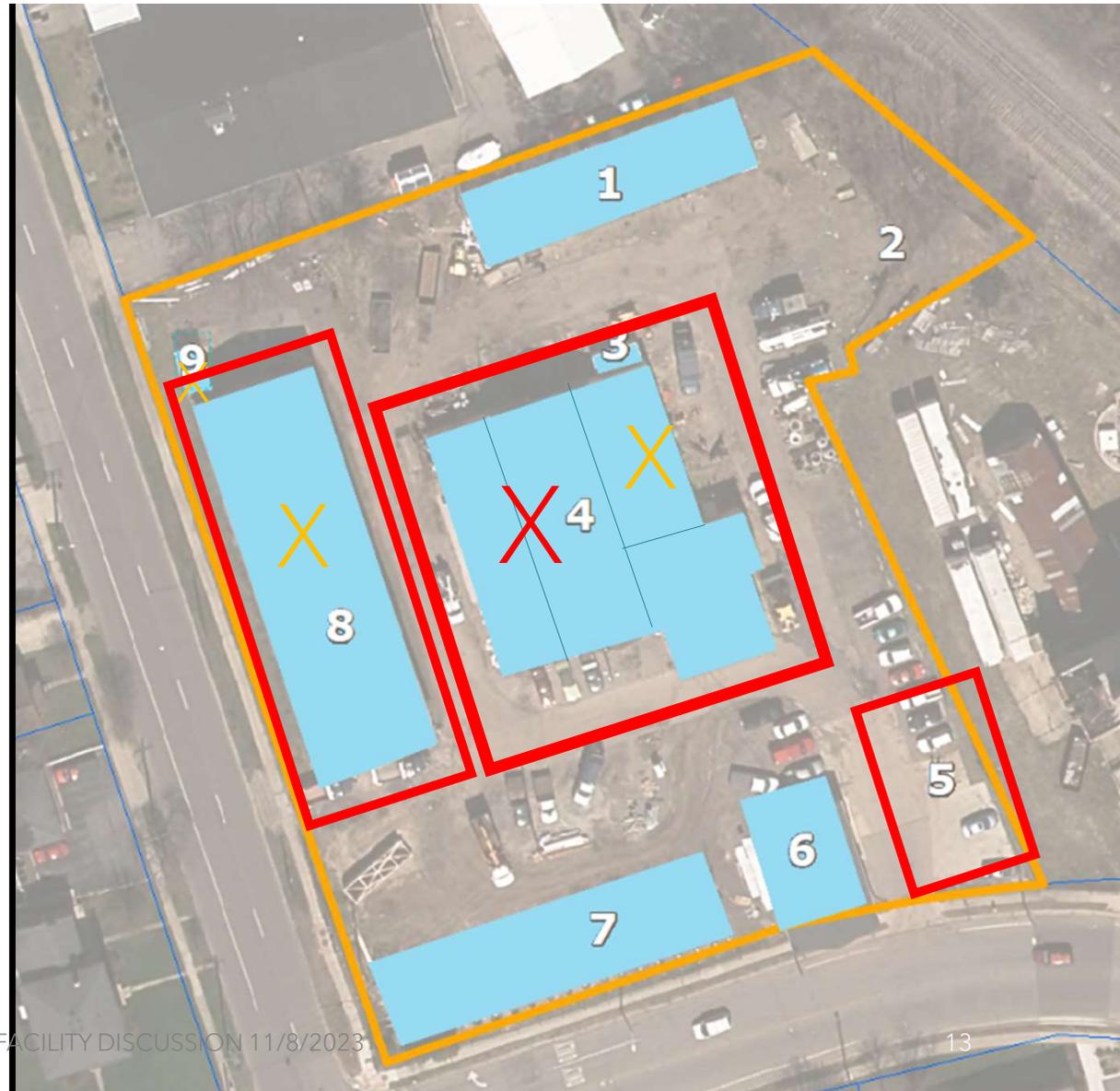
immediate need

- 4. Main Building
- 5. Fuel pumps
- 8. Salt Barn

## Deficient but serviceable

address w/in 5 years

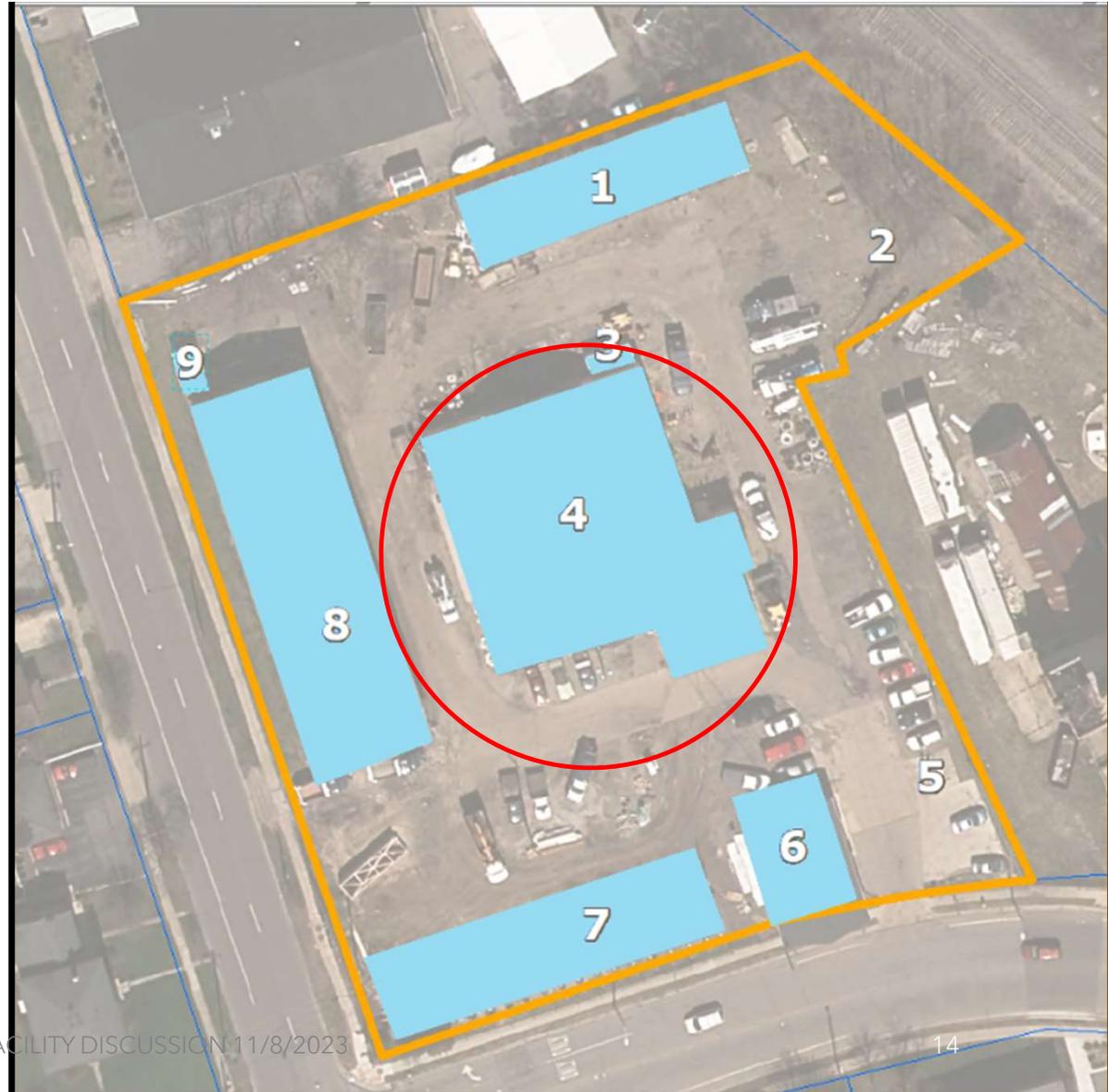
- 1. Pole Barn
- 6. Office
- 7. Truckport



# FACILITIES

## 4. Main building

- Consists of a central bay (1800s), three additions
- CMU addition (late 1960s) in best condition
- Houses vehicle & equipment service, signs/signals/parking meter maintenance and operation, parks/facilities carpentry and storage, welding shop



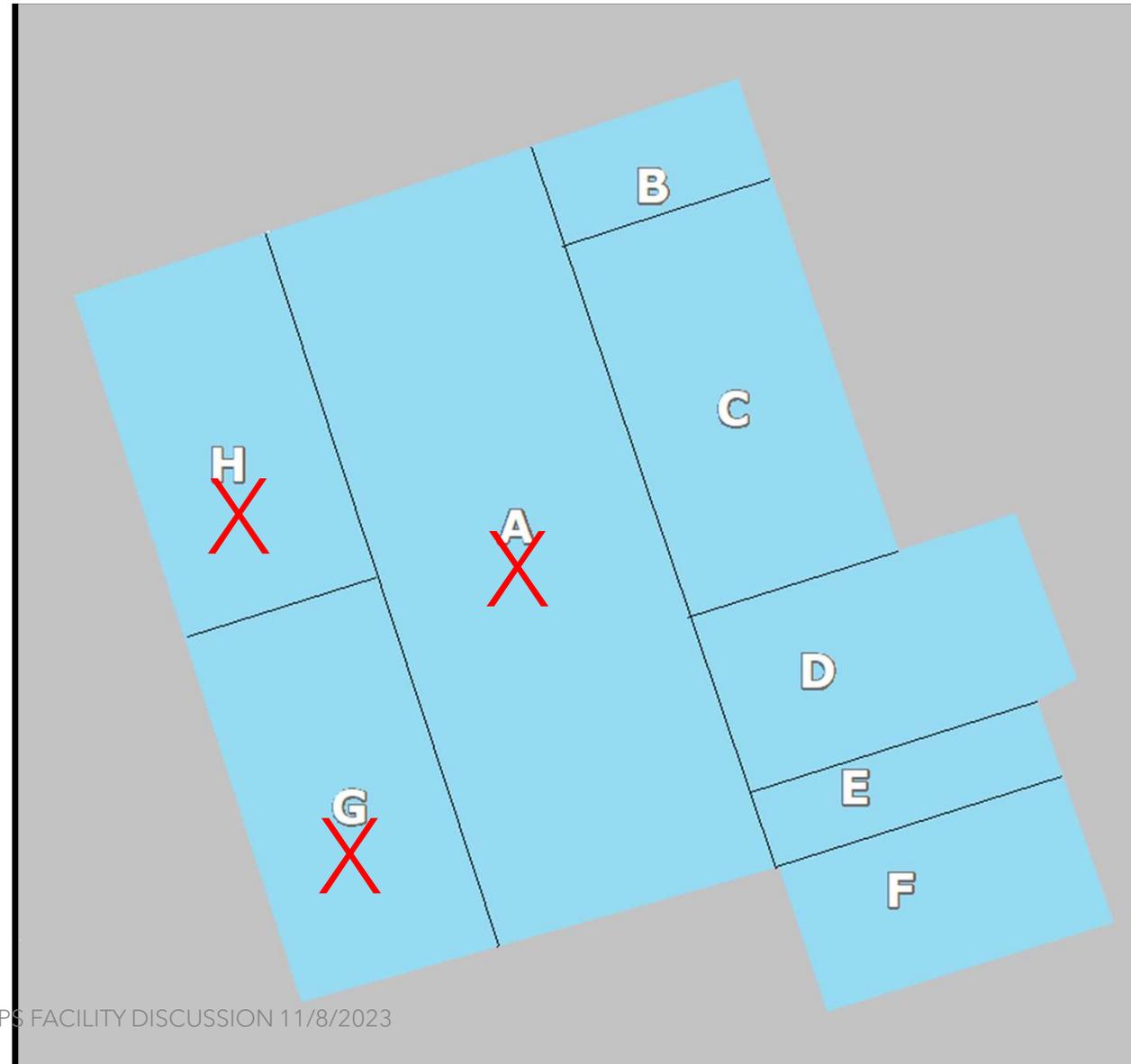
# FACILITIES

## 4. Main building

- A. Garage (main bay; closed)
- B. Cold patch
- C. Traffic control storage
- D. Garage
- E. Welding bay
- F. Wash bay
- G. Sign shop (closed)
- H. Parks department (closed)

### Not up to modern code

- No fire suppression; smoke/vapor detection; exhaust fans or other vapor/fume/contaminant control
- Inadequate emergency exits; inadequate emergency lighting
- No restrooms or emergency shower
- No backup generator

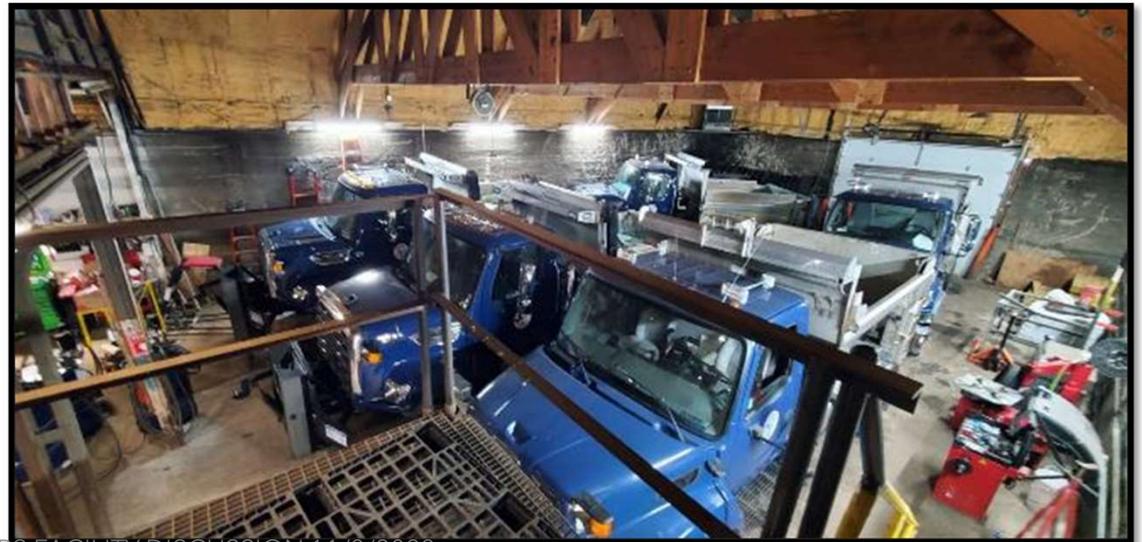
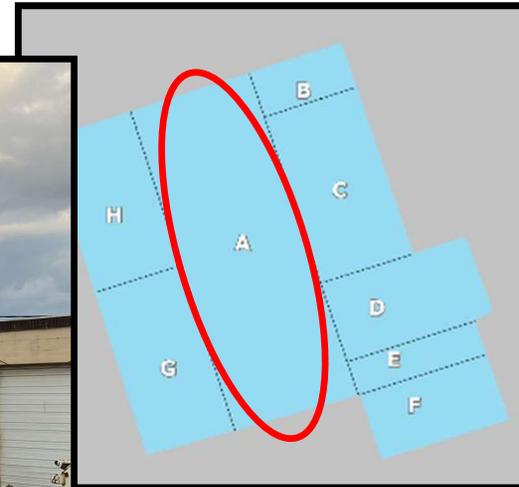


# FACILITIES

- 4. Main building
- A. Garage (main bay)

## History/Purpose

- Constructed in 1800s for coal storage; expanded/adapted since that time
- Potentially/likely adapted to DPS use in 1960s/70s; presumably continuously used since then
- Most recently served as service garage for passenger vehicles and equipment; parts storage, mechanics' office, and equipment storage/workspace



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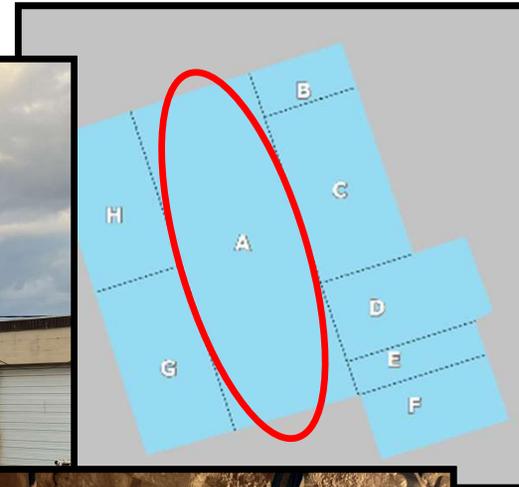
DPS FACILITY DISCUSSION 11/8/2023

# FACILITIES

- 4. Main building
- A. Garage (main bay)

## Immediate issues

- Two structural engineers have assessed the building three times; noted severe deficiency in roof structure
- Roof structure is interconnected with roofs of east and west additions as well as the CMU addition to a lesser extent
- Vacated as of 30 October in advance of snow season.

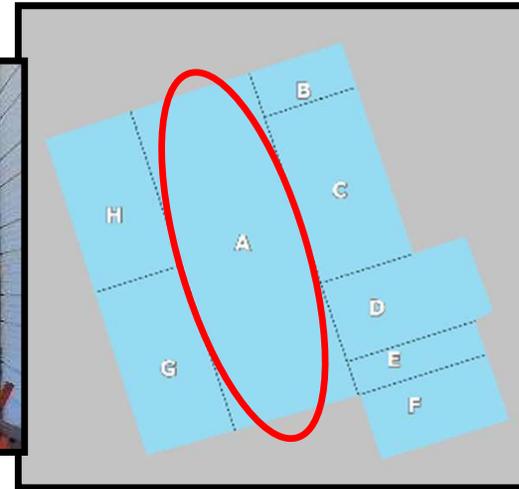


# FACILITIES

- 4. Main building
- A. Garage (main bay)

## Shortfalls to address

- Coal dust embedded in walls & structure is a constant nuisance; affects air quality and lighting/visibility
- Concrete floor significantly uneven due to three different surfaces; pitting and spalling filled with cold patch; presents tripping hazard
- Storage loft has very low beams, not conducive to access
- Garage doors barely able to accommodate taller vehicles; not able to accommodate future vehicles
- Struggle to fit the plow trucks inside during winter
- Hoists for smaller vehicles limit through access

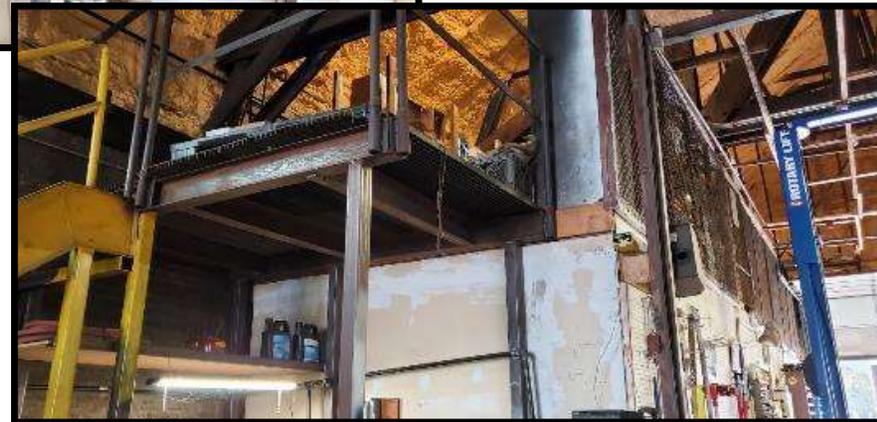
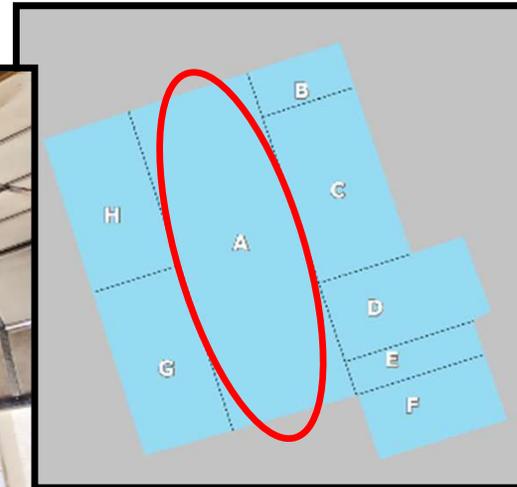
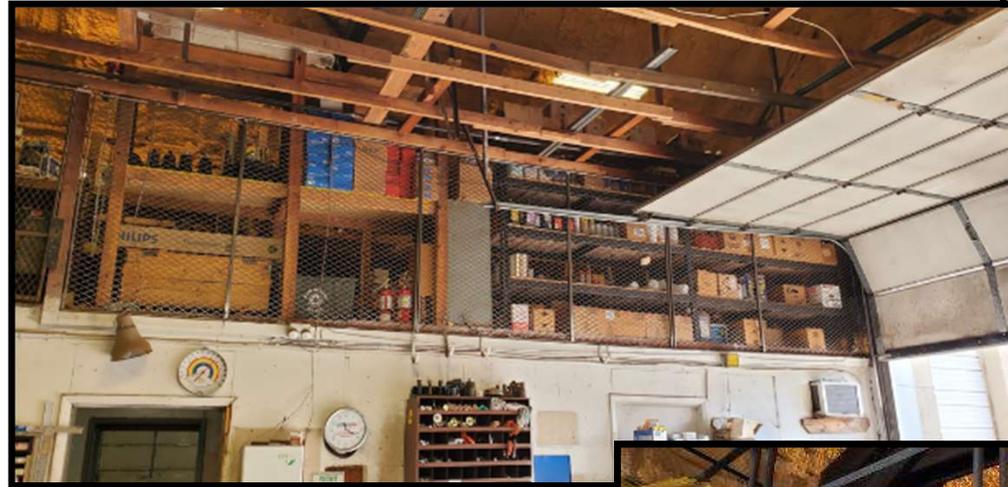


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# FACILITIES

- 4. Main building
- A. Garage (main bay)
- (more photos)

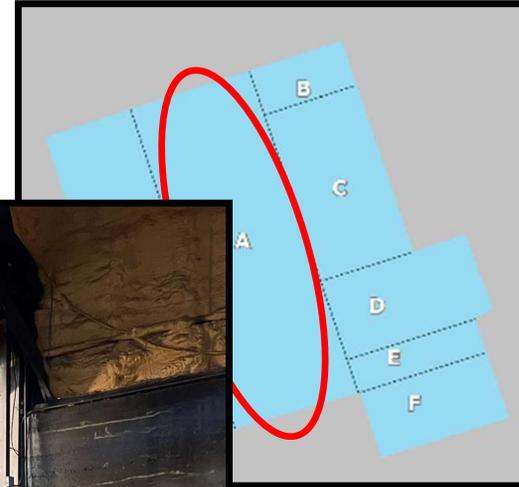


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# FACILITIES

- 4. Main building
- A. Garage (main bay)
  - (more photos)



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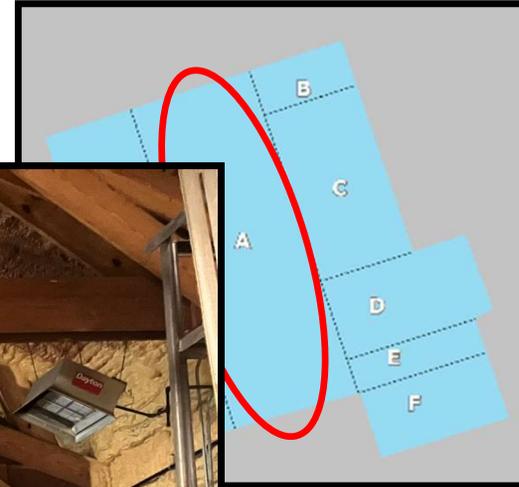
DPS FACILITY DISCUSSION 11/8/2023

# FACILITIES

4. Main building

A. Garage (main bay)

- (more photos)



11/8/2023

DPS FACILITY DISCUSSION 11/8/2023

# FACILITIES

## 4. Main building

### B. Cold Patch

- Part of east wing addition; roof interrelated with main bay
- Birds nest in north wall, between siding and sprayfoam insulation; have broken through insulation and nest in door tracks.

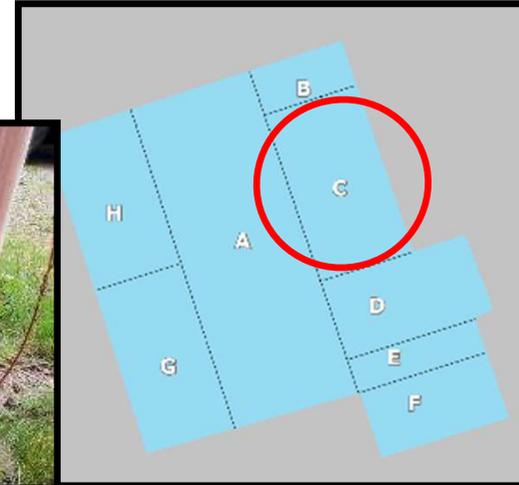


# FACILITIES

## 4. Main building

### C. Traffic Control Storage

- Part of east wing addition; roof interrelated with main bay
- Structural posts rusted completely through at the base; persistent roof leaks
- No functional lighting



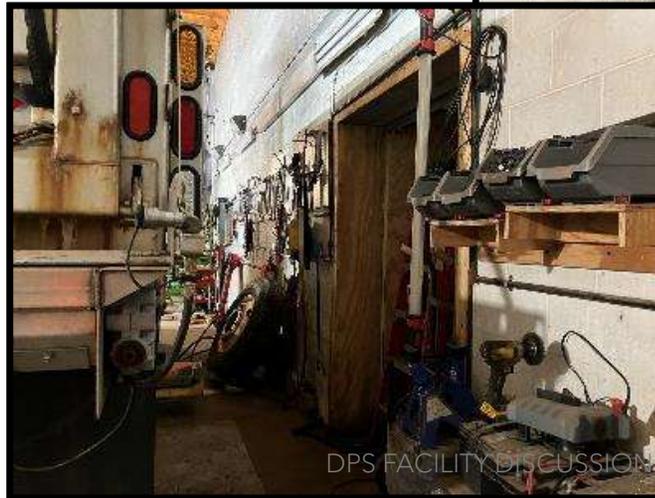
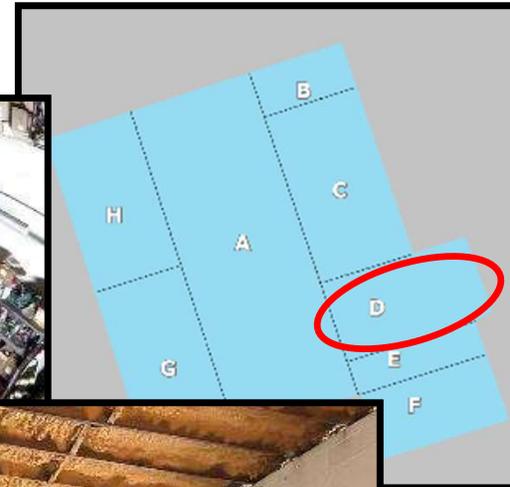
11/8/2023

DPS FACILITY DISCUSSION 11/8/2023

# FACILITIES

## 4. Main building D. Garage

- Part of CMU addition; roof interrelated but less than west & east
- Currently occupied due to need to maintain operations
- Hoist capable of lifting 50,000lbs; cannot handle new refuse trucks
- Little/no maneuvering room



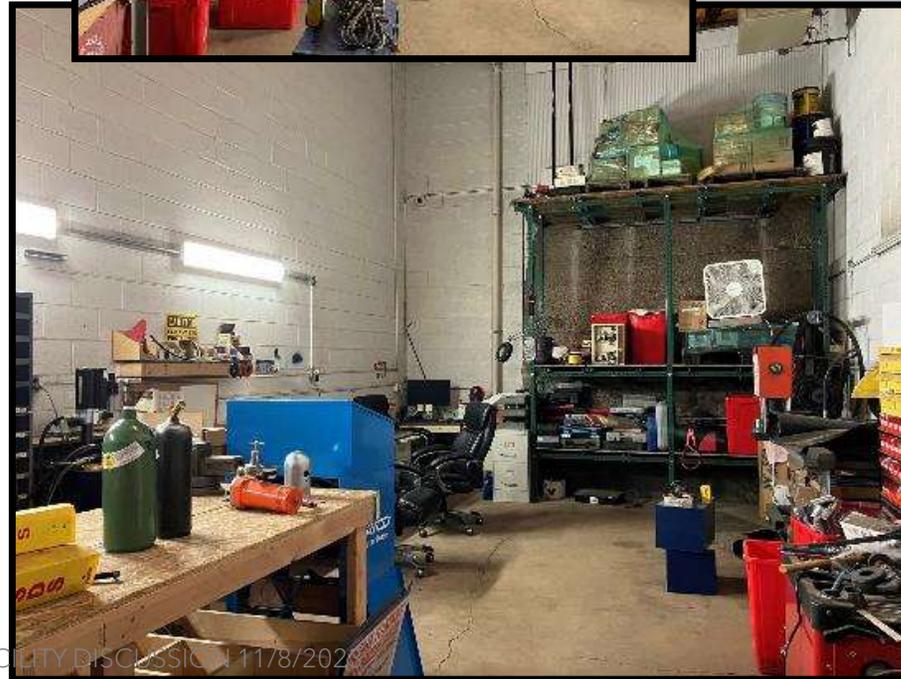
11/8/2023

DPS FACILITY DISCUSSION: 11/8/2023

# FACILITIES

- 4. Main building
- E. Welding bay/fab bay

- Part of CMU addition; roof interrelated but less than west & east
- Currently occupied due to need to maintain operations; currently used as work area for parks & signs as well.
- No dedicated ventilation

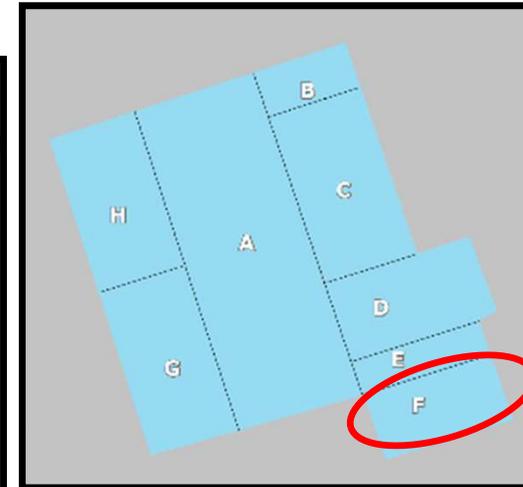


# FACILITIES

## 4. Main building

### F. Wash rack

- Part of CMU addition; roof interrelated but less than west & east
- Required to wash out vehicles like sweeper, vactor; clean salt trucks & plows; part of routine vehicle maint
- Currently occupied due to need to maintain operations
- Not wide enough to comfortably wash the CMVs



# FACILITIES

## 4. Main building

### H. Parks

- Part of west wing addition; roof interrelated with main bay
- Houses lawnmowers in summer; sidewalk snow removal in winter
- Storage for facility and park maintenance equipment
- Workbench for equipment repair and carpentry/furniture repair
- Vacated due to roof concerns
- Serviceable but small



11/8/2023

DPS FACILITY DISCUSSION 11/8/2023

# FACILITIES

## 4. Main building

### G. Sign shop

- Part of west wing addition; roof interrelated with main bay
- Storage of sign stock, parking meter stock, traffic counter/speed signs, signals
- Repair/alteration of same
- Assemble unique signs (such as street signs); order some standard/complex
- Vacated due to roof concerns
- Serviceable



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DIS FACILITY DISCUSSION 11/8/2023

# FACILITIES

## 5. Fuel pumps

### History and Purpose

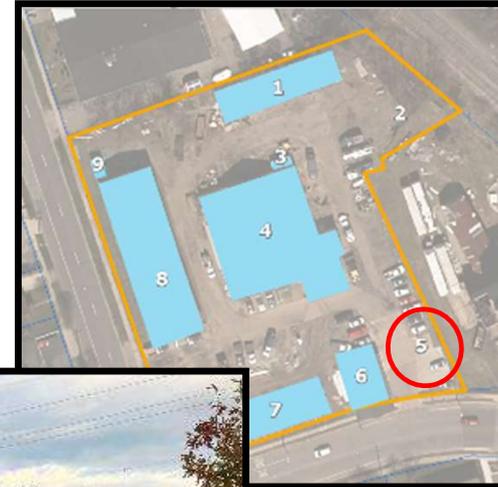
- Completely replaced recently (<5 years) due to leaking
- Dispense diesel and gasoline to DPS and City Hall fleet

### Immediate need

- Frequently stop working on hot days

### Shortfalls to address

- Paper "ticket" system to track dispensing
- When power is lost to DPS, power is lost to the pumps & control system; no backup generator. Takes several days to restore full function to pumps after outage.



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# FACILITIES

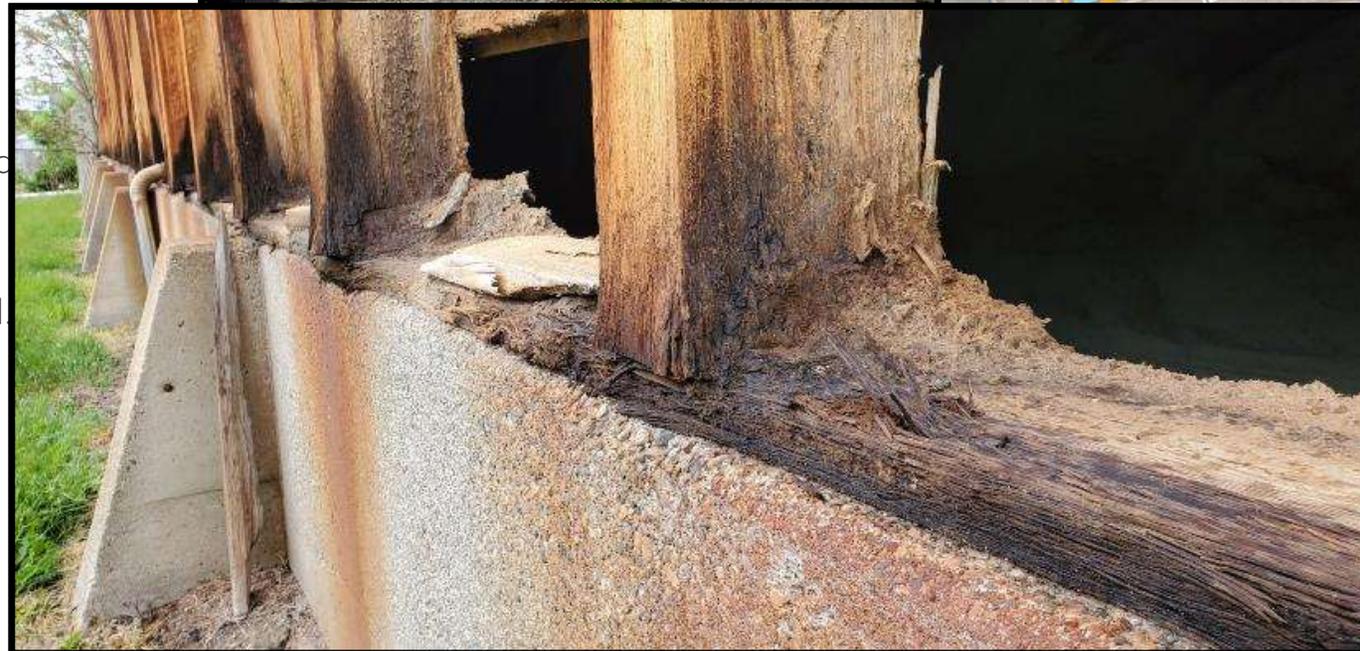
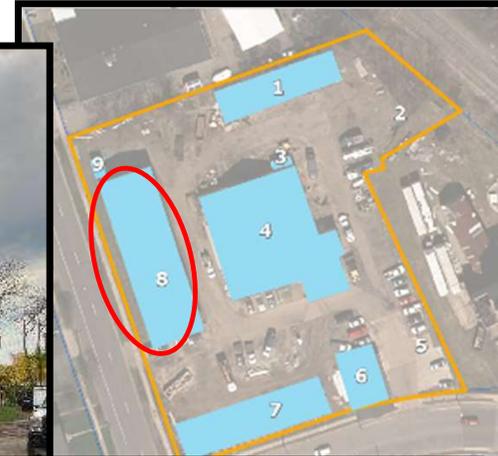
## 8. Salt barn

### History & purpose

- Constructed in ~1990s
- Holds salt stock

### Immediate issues

- Structural assessment performed July 2022 by one firm, May 2023 by another.
- Full replacement recommended.

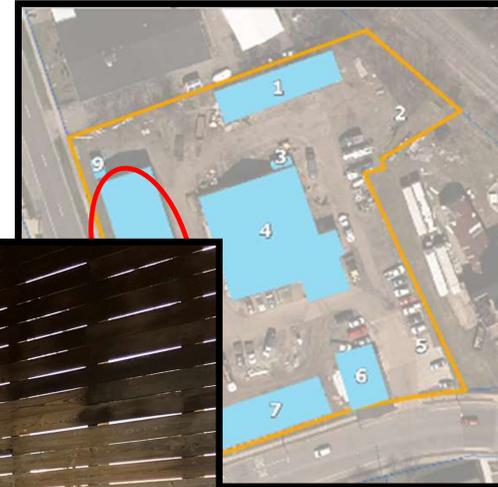


# FACILITIES

## 8. Salt barn

### Shortfalls to address

- Placement makes salt deliveries and loading awkward; cannot relocate w/o relocating other buildings
- No space to accommodate brine



# FACILITIES

14 West Forest Ave, 2.4 ac

## High-priority

immediate need

- 4. Main Building
- 5. Fuel pumps
- 8. Salt Barn

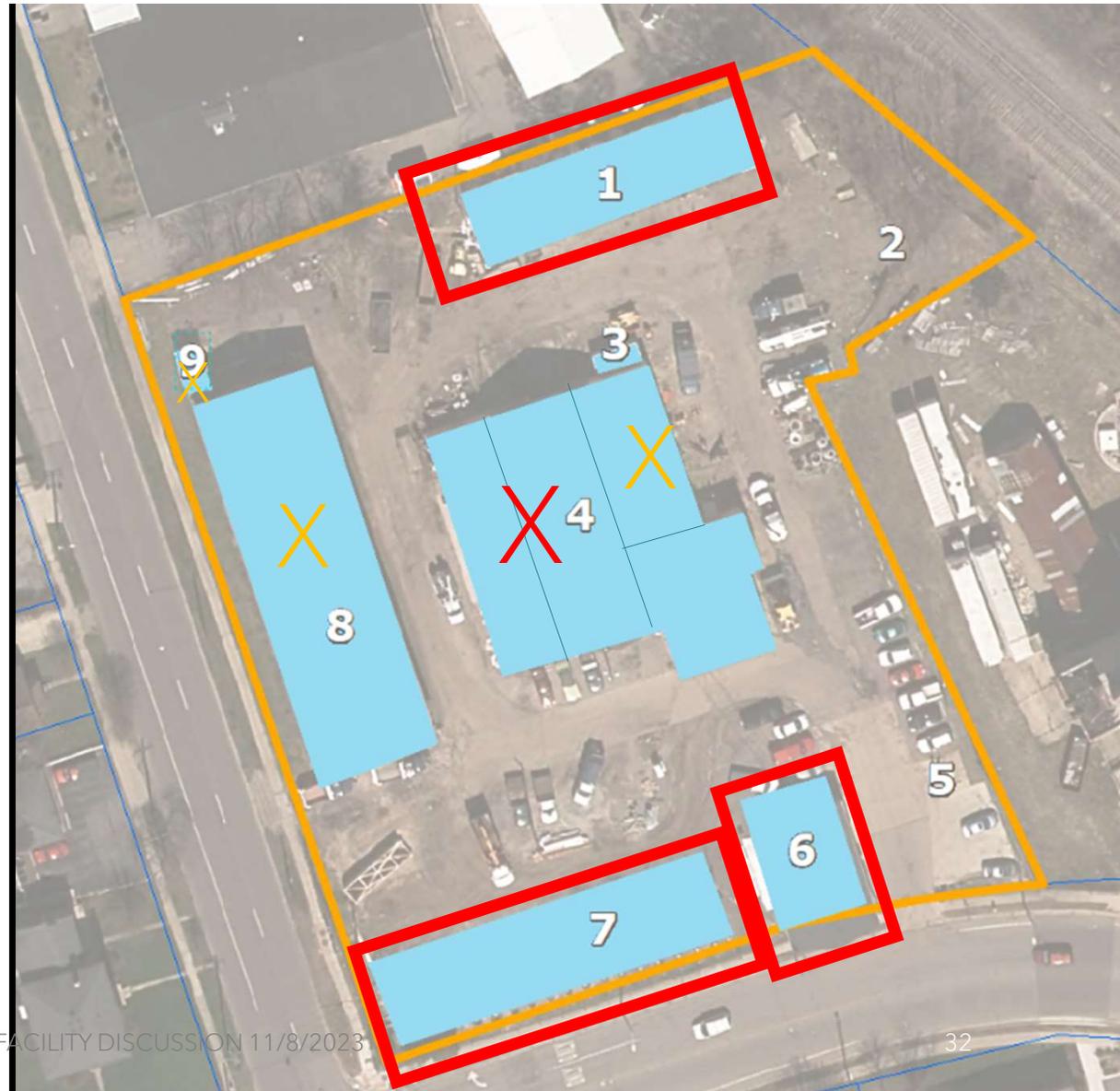
## Deficient but serviceable

address w/in 5 years

- 1. Pole Barn
- 6. Office
- 7. Truckport

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DPS FACILITY DISCUSSION 11/8/2023



# FACILITIES

## 1. Pole Barn

### History & purpose

- Constructed in the 1980s
- Storage of equipment and materials

### Shortfalls to address

- Constructed atop Owen Drain easement; no opportunity to reconstruct, expand
- Dirt floor; issues with mud tracking/ponding potentially with vapor intrusion
- Issues with dampness, animal nests (racoons)
- Space at rear difficult to access for maintenance
- Small



# FACILITIES

## 6. Office building

### History & purpose

- Consists of breakroom/locker room/meeting room; entryway; main office; director office/server room with utility closet; men's room with shower; ladies' room/storage closet

### Shortfalls to address

- No room for separate breakroom/locker room facilities
- Not enough locker space for current employees
- No separate utility room/closet; breaker panel adjacent to uniform storage
- No storage space



# FACILITIES

## 7. Truckport

### History & purpose

- Constructed 2015
- Area to keep trucks plugged in and shielded from inclement weather for timely response and extending useful service life
- Hosts solar panels

### Shortfalls to address

- Siding on ends (east & west) added after initial construction; needs paved floor and fire suppression
- Too short to fully house longer (and higher-value) trucks, such as vactor and hi-ranger
- No heating to melt snow/ice from trucks in use
- Solar panels; no batteries and cannot provide backup power
- Spacing of support posts, location relative to utility pole and hydrant make maneuvering challenging



11/8/2023

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# FACILITIES

## Pros

- Good to have entrances from two streets
- Good location for access to the City overall, especially snow removal and mowing
- On a separate DTE circuit & water main from other emergency facilities (PD & FD)

## Cons (current capacity)

- High risk of structural failure; leads to effectively unlimited risk in terms of worker safety
- Fuel pumps intermittently fail in summer
- No standby generator for emergencies/power outages; necessary for fuel pumps, gate, hoists, etc
- History of use as an industrial site since the 1800s makes significant redevelopment challenging and current use problematic; Phase I analysis underway
- Motorized gate intermittently fails in winter
- Humidity issues in storage buildings (pole barn, storage cont, etc)
- Hydrant and utility pole placed in the center of the main maneuvering area for trucks
- No safe and convenient storage for storm drain repair material; & other misc material

## Cons (future capacity)

- No place to locate propane fueling tanks or electric chargers; service garage cannot safely accommodate service needs of either
- Cannot serve as emergency response center in most common emergencies
- Unable to add staff due to limitations of locker/break rooms, parking limitations
- Unable to add equipment (ex, sweeper for permeable pavement) due to space limitation

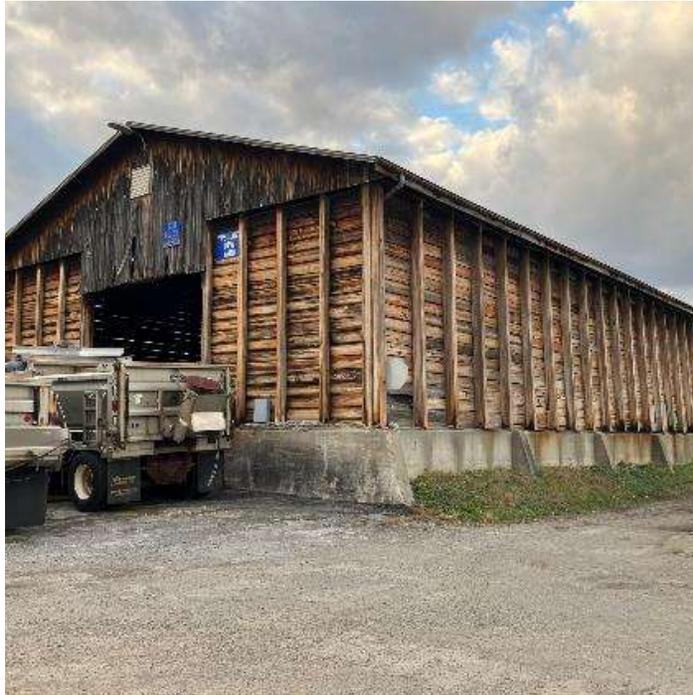


# FACILITIES

## Summary

- Fixing each repairable issue is technically possible but would not address underlying issues of layout/space limitations or contamination, and scale of repairs would require temporary relocation (1-2 years), incurring significant and unknown costs.
- Testing and remediating/performing due care of expected contamination issues would require significant work and investment, and at least temporary relocation (1-2 years), incurring significant and unknown costs.
- Correcting layout/space limitations would require significant work and investment, and relocation (2-3 years), would trigger the due care/remediation, and incur significant unknown costs.
- Relocating DPS as soon as possible, either temporarily or permanently, is the only option to continue operations regardless of course of action regarding current location.





## AGENDA

- Goals
- DPS functions
- DPS facility
- Options
- Next steps



# RELOCATION OPTIONS

## Site Requirements

- All functions on one site
- Safe, code-compliant buildings
- Within the City or immediately adjacent
  
- Service garage & wash bay (heavy trucks, passenger vehicles, equipment; 7.5k sf ±)
- Workspace (signs, parks/carpentry, welding/mechanical; 5k sf ±)
- Storage spaces for vehicles & equipment
- Storage space for material - enclosed (salt, cold patch, etc; 8k sf+)
- Storage & disposal space for material - open (aggregate, vector pad, etc; 2.5k sf±)
- Admin & staff space (restrooms, locker rooms, parking, office, breakroom, meeting, etc; 2.5k sf±)
- Fueling (diesel & gas)

## Timelines

- To construct new, 2-5 years depending on location
  
- To move, less than a year; timeline varies depending on how many alterations to site & building; if move in can be phased, etc

# RELOCATION OPTIONS

## Search Process

- Initial structural assessment in July 2022; brought to light in late fall 2022 due to staffing change
- Working on alternatives since late fall 2022
- Second structural assessment in May 2023; second opinion as well
- Searching for alternative property since May; working with a broker since the end of August.

## Options

- Lease
  - Most commercial leases would be between 3-5 years; would have to put significant money into most properties and not be able to recoup investment
- Purchase
  - Could resell if move were temporary, potential to recoup some investment



# RELOCATION OPTIONS

## Cost Considerations: Cost of Alternatives

1. Remain in current DPS yard indefinitely (“do nothing”)
  - High unknown cost due to worker safety issues
  - Loss of ability to provide direct services
    - Can contract out some work but not all, due to nature of work;
    - Contracting work would trigger issues with union contract. Could not lay off workers while using contractors to perform union work; effectively will be paying union labor atop contractors’ costs &/or entering into arbitration/litigation.
    - Likely untenable in the long term due to costs and delays in service.
  - Direct services would slow and potentially be suspended from time to time due to increased issues with mechanical failures
  - Increased costs and both worker and public frustration, employee turnover



# RELOCATION OPTIONS

## Cost Considerations: Cost of Alternatives

2. **Remain in current DPS yard while a new yard is constructed elsewhere**
  - All downsides of option 1 apply, but duration presumably limited
    - Round figure of \$3M/year in transfer/delay costs
  - Cost to construct new likely between \$7-15M, depending on setting
    - Likely only buildable location is Water Street; infrastructure would need to be constructed and site carefully selected; potential public process as well

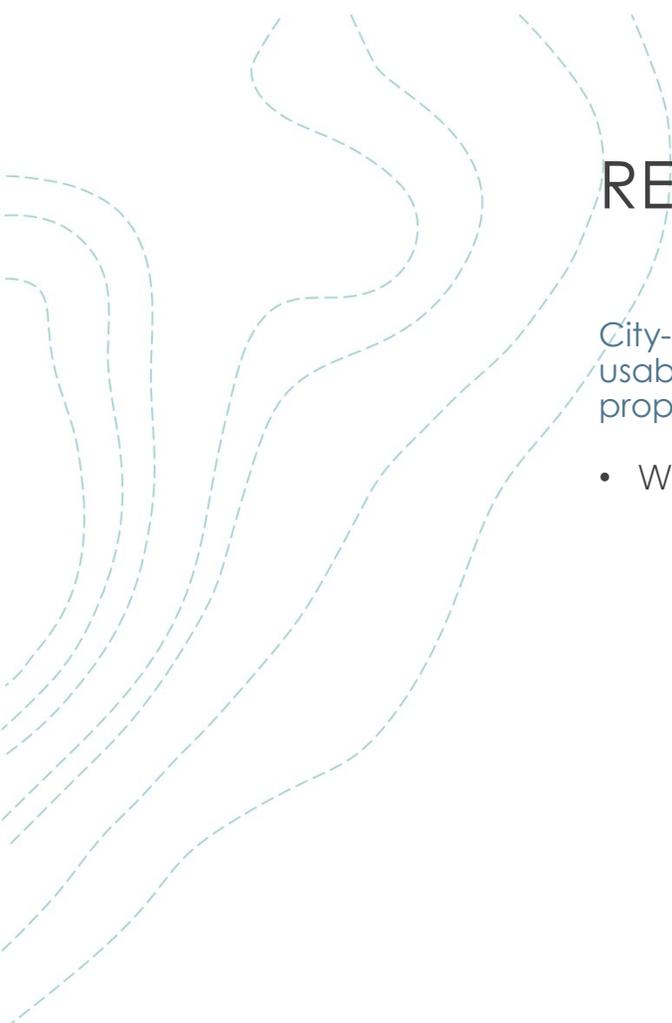


# RELOCATION OPTIONS

## Cost Considerations: Cost of Alternatives

### 3. Move DPS yard ASAP

- Downsides of option 1 may apply in limited extent during time of moving/buildout; best outcome for worker safety
- Cost to modify expected to be significantly less than that to construct new
- Can be a temporary or permanent move; same modifications would likely need to be made to site regardless.



# RELOCATION OPTIONS

City-owned potentially usable vacant/buildable properties

- Water Street

City-owned NOT usable vacant/buildable properties

- Floodway/plain
  - Waterworks Park/compost yard
  - Railroad St
- Size/access
  - 326 E Michigan
  - 731 W Michigan
  - 206 N Grove
  - Former landfill
- Parks



## RELOCATION OPTIONS

Privately-owned industrial facilities in or near the City listed for sale or lease

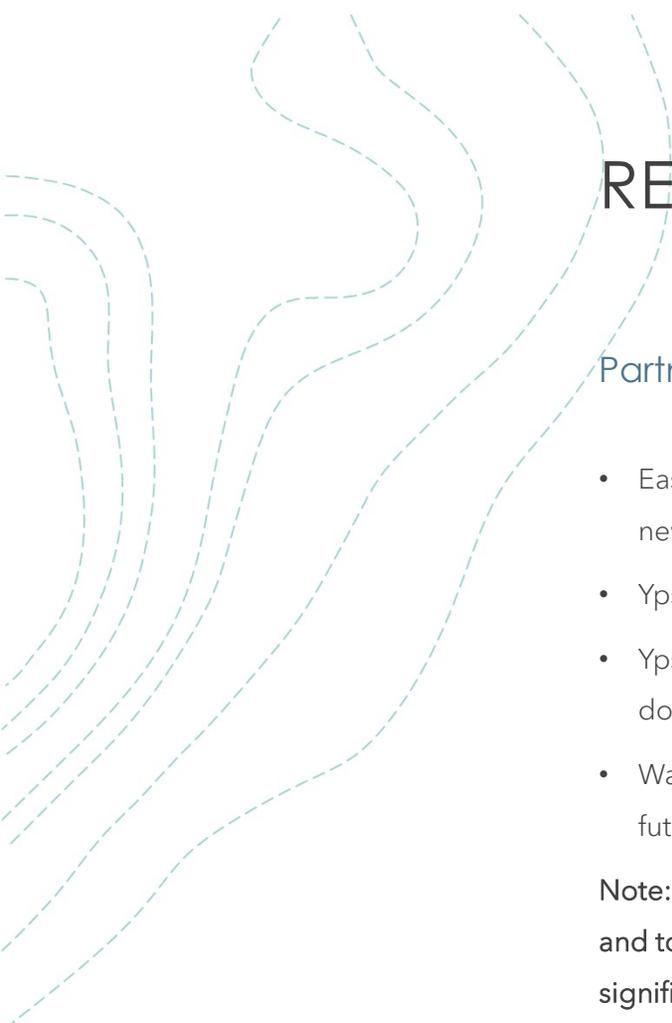
- Researched and/or toured several properties no longer on the market for sale or for lease
- 580 S Mansfield

Privately-owned vacant land in or near the City listed for sale and suitable for industrial use

- Researched and eliminated several properties outside the City limits
- No suitable privately owned vacant land within the City

Privately-owned industrial facilities or vacant land in or near the City not listed for sale or lease

- Did not approach private property owners who did not list their properties for sale or lease.
- Approached by 599 S Mansfield after 30 October.



# RELOCATION OPTIONS

## Partnerships

- Eastern Michigan University: currently space-constrained. If exploring partnership, would need to be new build. Willing to partner on some services, materials; case by case.
- Ypsilanti Community Schools: Did not approach. Majority of school facilities are out of the City.
- Ypsilanti Township: Did not approach. Challenges with taking Township land off their tax rolls; they do not have an equivalent facility.
- Washtenaw County Road Commission: willing to partner for short time (materials storage) and on future items (such as brine); did not consult regarding longer-term partnership

**Note:** DPS is expected to play a significant role in emergency response, particularly for weather events, and to provide timely response in other urgent (non-emergent) situations. Autonomy and location are significant considerations.

# RELOCATION OPTIONS

## 14 W Forest (“do nothing” – but repair everything)

Repair main building and bring to modern code

- Remediation/due care: unknown, approx. \$4-5M
- Approx \$2M to replace roof with improved, functional version
- Approx \$1M for fire suppression and life safety
- Approx \$250k for admin building expansion & life safety improvements
- Approx \$750k for salt barn replacement
- Approx \$50k for fuel pump improvements
- Approx \$100k for hoist improvements
- Approx \$3M delay/transition costs

Total: at least \$4.15M, plus delay/transition and remediation costs (\$8.5M+); still unlikely to be able to accommodate future needs of City due to space constraints

## RELOCATION OPTIONS

### Water Street (build new)

- Extensive timeline (3+ years)
- Public involved in site selection and design
- Develop remediation plan/due care
- Potentially bring utilities, roadway, to site
- Design
- Construct

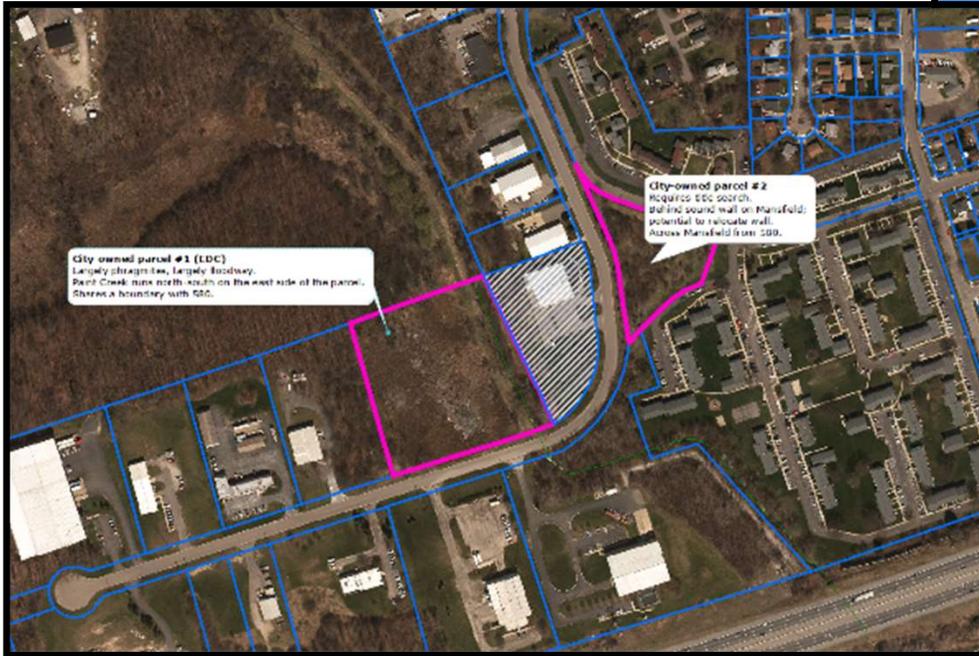
Potential cost: minimum of \$7M, plus delay costs (>\$9M); total of >\$16M

# RELOCATION OPTIONS

## 580 S Mansfield (move ASAP; some construction prerequisite)

- Change use of building
  - Remove existing partial buildout (break even with sale of material)
  - Add fire suppression (\$250k)
  - Add hoists, add door, add exhaust (\$150k)
- Add fence/gate x2 (\$500k), pavement (\$500k), salt barn (750K), storage buildings (\$1.5M), outdoor storage (\$250k), fuel
- Letter of Map Amendment necessary for new construction
  - ACE joint permit possibly needed for portions of new construction depending on location, LOMA
- City-owned site across Mansfield necessary to use for storage, outbuildings
  - Directly adjacent to low-income housing
- Total cost likely \$10M+ including acquisition (\$3.1M), transition (\$3M+), construction (\$3.9M+); space limitations will still likely hinder support of long-term City goals

# 580 S MANSFIELD

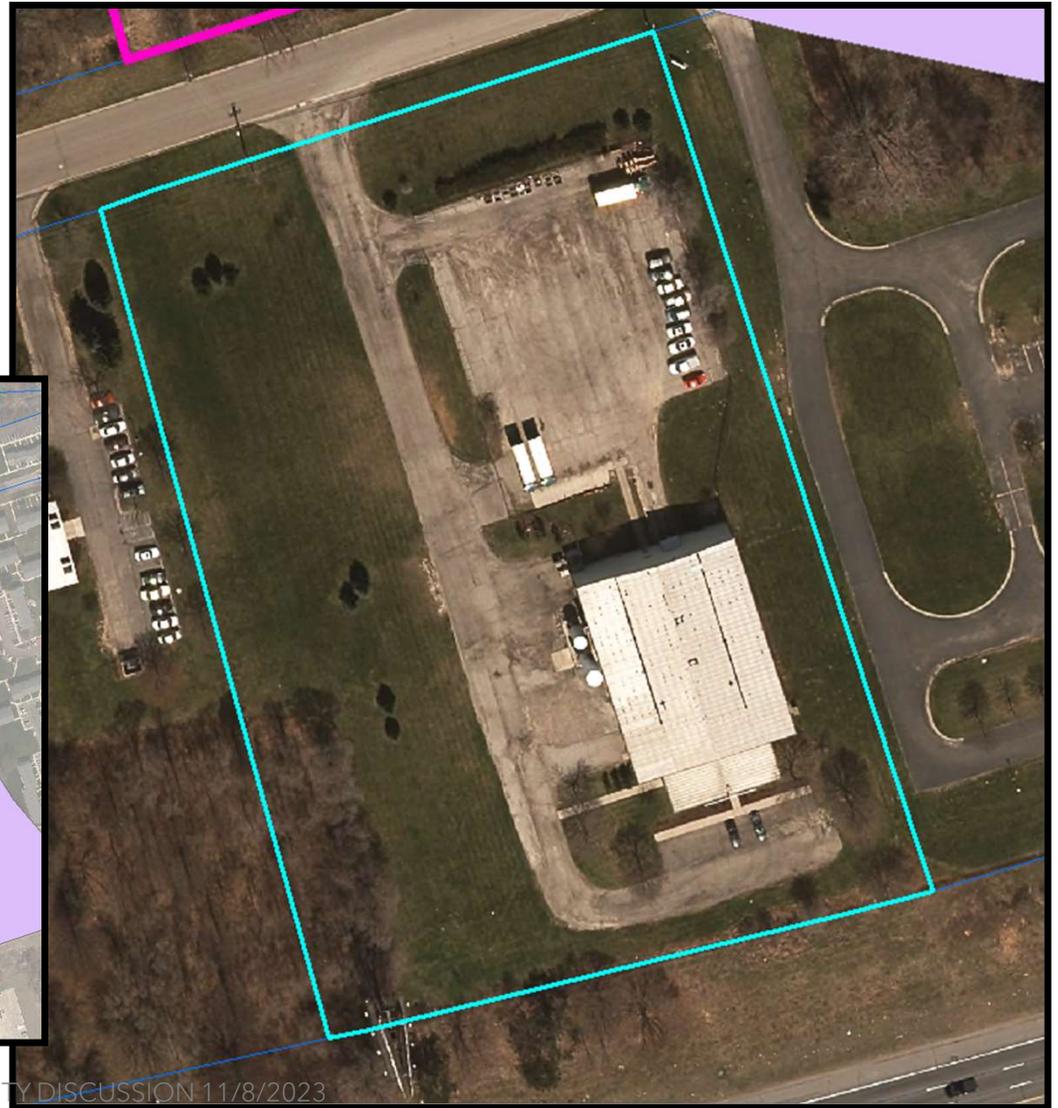
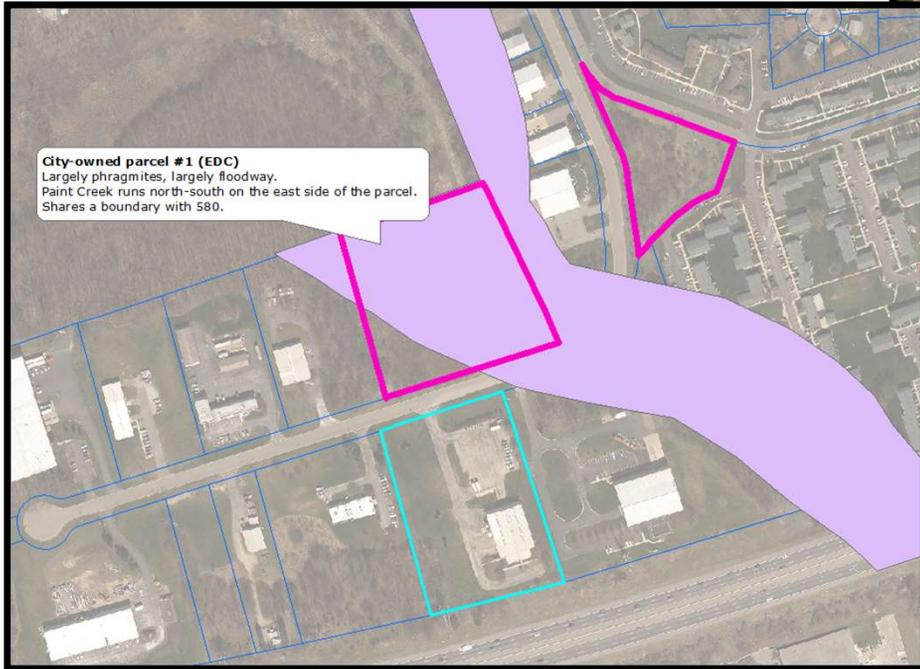


## RELOCATION OPTIONS

599 S Mansfield (move ASAP; some construction prerequisite)

- Minor building updates needed immediately (conversion of space to locker & breakrooms (\$150k); adequate vehicle hoists (\$100k)
  - A small addition for admin/operations will be required for full compliance (\$250k)
- Salt barn needed ASAP (\$750k)
  - Storage building, etc will be required but not immediately (\$1.5M)
- Total cost likely \$7.5M including acquisition (\$3.8M), transition (\$1M), construction (\$2.75M).

# 599 S MANSFIELD



11/8/2023

DPS FACILITY DISCUSSION 11/8/2023

# COMPARISON OF OPTIONS

	14 W FOREST	WATER STREET	580 S MANSFIELD	599 S MANSFIELD
Purchase cost	\$0	\$0	\$3.1M	\$3.8M
Construction cost	\$4.15M+	\$7M+	\$3.9M+	\$2.75M
Remediation cost	Unknown, high (\$5M)	Unknown, location/design dependent, assume \$1M	None anticipated	None anticipated
Transition cost	1.5 years (\$4.5M)	3+ years (\$9M)	6-12 months (\$3M+)	1-3 months (\$1M)
Non-monetary Risks	Remediation/due care	Public process, remediation/due care, infrastructure	FIRM amendment; use of additional parcel	None known
<b>TOTAL</b>	<b>\$13.65M+</b>	<b>\$17M+</b>	<b>\$10M</b>	<b>\$7.55M</b>