

Department/Division Accomplishments 2009

City Attorney

The duties of the City Attorney's Office are set forth in Section 26 of the Duluth City Charter. The City Attorney manages the overall operations of the Office, handles certain matters for the City administration and City Council, manages outside counsel and assists with legal work. The Office is composed of a civil division, a criminal division and the Office of Human Rights.

Our mission is as follows:

The Office of the City Attorney is committed to providing excellent legal services, advice and representation to the City, its officials and staff, advocating for justice and safeguarding the interests of the public in the criminal justice system, and honoring the highest principles of the legal profession.

Accomplishments:

- Developed paperless prosecution initiative
- Hired two new assistant city attorneys
- Nuisance and blight grant
- Summary judgment in retiree healthcare litigation
- Settlement in Mainsail litigation
- Prepared 240+ resolutions for City Council
- Drafted 33 ordinances including those related to skate boards, curfews and trespassing
- Executed Golf course contract
- Consent decree approval and implementation
- Helped create the Minnesota driving diversion pilot program to reduce driving after license revocation
- Provided advice, training and information to local law enforcement agencies
- Imposed over \$1,300,000 in criminal fines
- 3,300 criminal convictions
- 6,900 criminal court appearances
- Participated in Southern St. Louis County DWI Court Program
- Presentation and Domestic violence intervention training
- Provided assistance to crime victims
- Advised and provided legal support for City departments
- Investigated six fair housing complaints
- Awarded HUD grant for housing investigations
- Mediated human rights complaints
- Workplace investigations
- Numerous presentations and public outreach from Human Rights Office
- Human Rights Office worked with Commission on Disabilities and Human Rights Commission
- Handled approximately 600 claims against the City
- Litigated DWI vehicle forfeitures
- Zoning code rewrite
- Drafted numerous contracts and agreements

Public Administration:

Public Administration encompasses the following divisions: Assessor, Auditor, Treasurer, Budget office, Human Resources, MIS, Purchasing, Maintenance Operations, and City Clerk.

Accomplishments:

- The Assessors' office met its goal of timely responses to requests for information and taxpayer notification; met the Minnesota Department of Revenue's standards for median assessment level
- Clerk's Office staff participated in the U.S. Senate recount; Board/Commission changed to a one time annual reappointment process.
- Treasurer's Office assisted Auditor's Office on annual audit, payroll, and utility accounting; transitioned to a new deferred compensation provider and Minnesota State Retirement System health care savings; transition of Water and Gas revenue collections to new accounting software.
- HR conducted a retiree health care education presentation to 190 retirees; hired a benefits consultant; improved the open enrollment process and paperwork; processed 40 retirements, completed 40 selection procedures, and hired/promoted 75 employees; led successful abatement and indoor air quality projects
- Purchasing led Charter and City Code changes to raise threshold limits; developed desktop procurement guide; completed the on-line surplus property web site, generated approximately \$170,000 this year; sold five propane tanks generating \$135,000 for Public Utilities Department; Initiated RFP process for Steam Coop; aided in the sale of the Park Point lots
- Budget Office staff trained over 40 managers on the City's financial management system to electronically develop the 2010 budget proposal
- Implementation of performance measures
- MIS completed Aerial Lift Bridge, Maintenance Operations Toolhouses connectivity; developed surplus equipment auction site; expanded online employee time entry; implemented duluthprogress.com website
 - The permanent patch crew which was formed in 2007, completed 195 restorations in 2009, an increase of 50% over the number of patches completed the previous year
 - This crew saved the city an estimated \$280,000 over the cost of a contractor

Maintenance Operations:

- A new paving crew capped 6.3 miles and reconditioned 3 miles of the city's worst streets in 2009. In the past year, city crews have improved 17 miles of the city's worst streets
- About 3400 cubic yards of used winter sand was collected and recycled
- City crews completed two capital projects this year. They paved the parking lot for the fire department behind City Center West, and they paved a new driveway at the Lakewood water treatment plant
- Provided maintenance and cultural services for over 175 Baseball games at Wade Stadium, 400 softball games at Wheeler Athletic Complex soccer games at Arlington and Jean Duluth Soccer Fields
- Successfully provided snow removal and de-icing services for the City owned and DEDA managed parking ramps and lots previously done by contractors
- Partnered with the Arrowhead Youth Soccer Association where they purchased \$3,500.00 of soccer field drainage material for us to install in fields

- Completed 2nd edition revision of Buildings and Grounds/Turf and Athletic Field Maintenance Operations Manual
- Supervised permanent and YES worker employees resulting in no lost time accidents for 2009
- Provided extensive and terminal cleaning and maintenance services at the Lakewood Pumping Station
- Implemented a new facilities program for City Hall
- Cleaned and sanitized vents and air ducts in City Hall removing 1500 pounds of dust
- Trained and assisted employees with obtaining "class B" license
- Implemented and trained employees in the RT Vision payroll/time keeping system
- Installed 80 new meters in Canal Park on Lake Avenue
- Installed a kiosk based metered parking system on Canal Park Drive
- Installed a mail/drop box for the convenience of the parkers to make their payments
- Arrange parking for Christmas City of the North Parade and Bentleyville

Duluth Police Department

The Mission of the Duluth Police Department is to provide the highest level of service through partnerships and problem solving in a professional, ethical, and timely manner.

The motto of the department is ***“Innovation in Policing.”***

The Duluth Police Department has a young, ambitious, energetic workforce that is educated and skilled. The Department has an average age of 38, with the average age on patrol of 36. In 2008, the Department promoted six new lieutenants to guide, mentor and develop staff. These lieutenants focus on quality control and developing a culture of accountability.

Accomplishments:

- The department secured funding and started planning for a new facility
- Participated in the coordination of the Hells Angels event. All expenses were reimbursed and the crime rate in the city of Duluth and surrounding area actually went down during the event
- Technology –
 - BEAST Property and Evidence Software. The implementation of the BEAST system has already proven its value by allowing more efficient use of staff time.
 - Digital Dictation. This technology allows for the direct input of dictated reports to the records management system, saving money on micro-cassette tapes, providing easier access to dictated reports and allowing staff to process dictated reports more efficiently.
- Implemented Character Based Hiring and Duluth’s first police academy resulting in a 100% retention rate for new hires
- Investigations and initiatives resulting in safer communities;
 - Arrested serial arsonist
 - Increase DWI arrests by 20%. This goal is on track to be realized by the end of 2009
 - Improved burglary clearance rate
- Implemented the Family Justice Center to provide better service to victims of Domestic Assault
- Approximately 27 Arson cases prosecuted out of 30 reported cases. This includes the arrest of serial arsonist Cody Lee Walker
- Changed the policy for Domestic Assault arrests which resulted in an overall increase in the number of in-custody arrests
- Trained 5 in-house Emergency Vehicle Driving Instructors. This allows the Department to train their own officers, rather than out-sourcing the training resulting in substantial savings to the department
- The Department developed a 16 week Field Training Program for new officers. The training is specific to Duluth and emphasizes the Department’s commitment to serving the citizens of Duluth
- Curtis Cooney, Albert Morrison and Mario Highler homicides all cleared by arrest
- Lakewalk Robbery suspects arrested. Three of the four convicted to date
- Clearance rate for Robberies is higher than the national average
- The Department now has in-house CPR/AED Instructors which saves the cost of hiring an outside agency for this training
- Continued to increase accountability for case screening, follow-up, victim notification and tracking. This was in conjunction with recommendations made by the Native American Women Sexual Assault Safety Audit
- Added a grant funded investigator position to focus solely on adult sexual assaults
- Completely revised the policy manual to reflect current standards, laws and court rulings

Duluth Fire Department

The structure of the Fire Department has three main components: Fire Administration, Emergency Response, and Prevention, Plan Review, and Inspection Services. From these Department business lines we provide programs that support our mission. The following are the primary programs we provide:

- Fire, EMS, and Rescue Emergency Response
- Fire Code Management and inspection
- Building Code Management and inspection
- Housing Code and rental licensing
- Nuisance Abatement
- Public Safety Education programs
- Fire and Arson Investigation
- Emergency Management and Preparedness

Accomplishments:

- The combination of Fire Prevention, Housing, and Solid Waste into a new Life Safety Division at Headquarters Fire
- Installation and implementation of Video Conferencing Training System in all fire stations. This project was made possible through a FEMA fire grant
- Install smoke detectors in single family dwellings throughout the city. This program was made possible through a FEMA grant
- Installation, testing, and putting in operation our new all hazard warning system.
- Implemented a supplemental agreement cost savings measure designed to reduce overtime spending
- Made upgrades to Fire Station 10 and Fire Station 11
- Expanded Duluth Fire EMS capabilities
- In 2009 the city of Duluth's Emergency Operations Plan was updated and went through state review and approval

Public Works and Utilities

The Public Works and Utilities Department was created by the City of Duluth in 1999 when the Public Works and Water & Gas Departments were merged to increase operational efficiency and reduce costs.

The Public Works and Utilities Department is among the most visible of all City of Duluth departments. All residents receiving water, natural gas, sanitary sewer, and storm water services are connected with Public Works and Utilities. The department's responsibilities extend to the utilities' infrastructure as well.

Accomplishments:

- Completion of Graves Road Restoration project in Lakeside near Amity Creek
- Implemented conversion to New World billing software
- Sent 418,000 utility and appliance service bills
- Responded to 8,477 appliance service calls
- Responded to 927 emergency gas, water and carbon monoxide calls
- Completed 13,204 Meter Truck workorders
- Maintained 2700 Comfort Policies
- Tested 5600 water and gas meters
- Performed approximately 5000 Gas Leak Detection Surveys
- 500 Home Energy Check-Ups performed resulting in 155 loans totaling \$897,000. Annual energy savings is \$84,000
- Bid out and managed \$24 million worth of paving and utility improvement projects
- Improved 17 miles of city streets overall
- Completed another 1.2 miles of Lakewalk shared use path, resulting in a total of 6.2 miles
- Consent Decree executed with the US Dept. of Justice and WLSSD. Several sewer overflow storage tanks began construction
- Completed Phase 2 of the Aerial Lift Bridge painting and structural rehabilitation project and secured Federal ARRA funding resulting in \$5 million being allocated to the Aerial Lift Bridge to help with Phase 3 reconditioning costs
- A new special assessment ordinance was adopted
- Arlington Booster Station rehabilitation began construction. This project is the first of three phases that will help alleviate the pressure and fire flow problems in the Duluth Heights and surrounding areas
- Contributed toward the construction of the Progress Zone web site, which included incorporating information from the city, state and county
- Completed the inspection of 73 bridges
- Provided locate services for over 7,500 sites

Gas Supply

- Over 4.4 billion cubic feet of natural gas was delivered to City of Duluth customers in 2009
- Asset Management Agreement has \$288,163 in revenue in 2009
- Supervisory Control and Data Acquisition System is being updated
- Established a new Gas Transportation Rate that will recover revenue lost by the Gas Fund

Water Supply

- Over 5.7 billion gallons of water was treated for City of Duluth customers
- Replaced all 200 watt incandescent lamps with 42 watt CFL's for yearly saving of \$280 in pump stations
- Replaced lighting in Main Pump Station electrical room for a saving of \$714 per year

- Replaced all control board lamps with LED lamps, reducing KW load by 90%
- New polymer feed system will reduce electrical load from 4 KW to less than 1KW
- Installed a new natural gas heating system in Main Pump Station, replacing the old inefficient oil boiler
- #1 and #4 main water pumps were placed back into service by replacing bearings and seals and by making electrical upgrades
- Submitted requests for MN Power rebates from electrical upgrades
- Rebuilt #1 & #2 Treatment Plant sludge pumps
- Reduce our out of pocket cost for electrical contractor by \$75,000 with our Utility Electrician

Gas Utility

- The Gas Utility is comprised of over 2.6 million feet of gas main, 1355 valves and 77 manholes
- 54 service installations were completed
- 38 gas hits were responded to
- 54 gas services installed
- 2,105 gas or water short orders were handled
- A major SCADA system upgrade project was initiated that will result in all lift stations and storage tanks being automatically monitored in real-time for performance and emergency alerts

Water Utility

- The Water Utility is comprised of over 2.2 million feet of water mains, 2500 hydrants, 17 pump stations and storage tanks equaling 67 million gallons of storage
- 64 hydrants repaired
- 117 line leaks or repairs were completed

Sanitary Utility

- The Sanitary Utility is comprised of over 2 million feet of sewer lines, 47 pump stations, 5 storage tanks and 105 grinder stations
- 706,830 feet were cleaned
- 249,336 feet were televised for inspection purposes
- 717 feet of line was replaced
- 115 manhole/catch basins were repaired
- Construction of 2 new large scale storage tank and lift stations was initiated
- 1409 Private Residence Infiltration and inflow inspections
- 634 foundation drain disconnections
- 388 house trap removals
- 217 lateral lines rehabilitated
- Successfully reached final agreement with the US EPA and the Justice Dept. that resulted in the signing of a Consent Decree putting an end to the Federal lawsuit
- City Council approved a Point of Sale compliance ordinance
- Passed the Private Sewer Line Grant Program
- Submitted for approval 3 project work plans, I/I Evaluation Report and Legal Authority

Stormwater Utility

- The Stormwater Utility is comprised of over 2.2 million feet of sewers, 2 lift stations, 11,800 catch basins, 5,600 manholes and 3,000 culverts
- 22,306 feet of sewer cleaned
- 23,367 feet of sewer televised
- 561 feet of sewer replaced
- Received a \$324,000 grant to fund the Lakeside Stormwater Reduction Project
- Received a \$5,000 grant to purchase GPS equipment for the ongoing identification and documenting of in-ground assets

Duluth Public Library

The Duluth Public Library is housed in three buildings, one east, one central and one west, so that all citizens of Duluth have easy access to the resources they need.

The Duluth Public Library provides information, education and recreation for people of all ages and incomes. A wide range of materials, research and reader's advisory services, programs and community partnerships support lifelong learning.

Accomplishments:

- New Library Manager hired
- The Library received grants from the Bill & Melinda Gates Foundation and the Knight Foundation to purchase computers for public use
- Wireless Internet service was installed at the Main Library
- Downloadable audiobooks are now available in a format that works on iPods and on Mac computers
- The Library contracted with Unique Management Services, a collection agency specializing in libraries, to recover lost materials and money owed to the Library
- The Friends participated in the Give to the Max online donation project during November and raised \$8500 toward the Library's computer needs
- During 2009, 2300 Duluthians downloaded 37,700 audiobooks, including 4260 titles for iPods or Macs
- Since last spring, the Library has recovered nearly \$5000 worth of materials and received more than \$7000 to replace lost materials

Workforce Development

The Workforce Development Division receives federal and state funding to operate a variety of employment and training programs, most notably those funded by the federal Workforce Investment Act. To receive these funds, we have been designated as a local workforce service area, one of only 16 in Minnesota. That status brings with it the entitlement to a proportional share of program funding allocations. It also means we have a workforce investment board, a group of citizen volunteers who are appointed by the Mayor to provide program oversight and strategic planning. Program oversight is important to the delivery of quality programs to our customers, while strategic planning contributes to the accomplishment of important economic and workforce development goals as identified by the Mayor. Finally, our status as a designated workforce service area gives us control over program priorities and spending at the local level. In addition to the funding received under the Workforce Investment Act, the division operates programs with funding received under the federal Older Americans Act, and via a contract with St. Louis County to provide employment services to recipients of public assistance.

Accomplishments:

Duluth at work:

- 106 individuals enrolled through the nine Duluth at Work projects
- 79 (75%) have completed or are currently engaged in work-related trainings
- 57 (54%) are employed; 52 of which were unemployed before enrolling in D@W programs
- 49 (46%) of the enrolled participants are people of color

Small Business & Entrepreneurial Projects:

- 285 core neighborhood small businesses visited by a business developer; 26 of these received technical assistance to strengthen business fundamentals
- 14 artists are currently enrolled in the CREATE Entrepreneurial program and have completed training; 4 of these have completed business plans
- 8 small business owners are currently enrolled in Growing Neighborhood Businesses and are participating in business planning training, and individual technical assistance; individual growth and business plans will be completed by the end of the year.
- Served approximately 1,700 individuals across several different programs. Most are aimed at economically disadvantaged individuals, and we have programs targeting the entire spectrum of age ranges: youth, adult and seniors. Our staff provide a variety of employment and training services, teaching program participants how to develop and sharpen job seeking skills, and in some programs, providing occupational training. It is our goal to transform consumers of public assistance into tax paying citizens. Of those served:
 - Over 950 low income individuals receiving public assistance (we provide these services under a contract with St. Louis County).
 - Over 700 individuals through funding received under the federal Workforce Investment Act, the Older Americans Act, and related programs. These programs target:
 - a. Economically Disadvantaged Youth (age 14-24)
 - b. Economically Disadvantaged Adults (age 18 and up)
 - c. "Dislocated Workers" – those who have been laid off from employment
 - d. Economically Disadvantaged Seniors (age 55 and up)
- We received nearly \$1,000,000 of additional funding under the American Recovery and Reinvestment Act (ARRA) through to provide additional services under the Workforce Investment Act and Older Americans Act programs. These funds are already at work providing employment and training services, and will continue into 2010.

- Of the ARRA funding received, just over \$500,000 was dedicated to a large scale Youth Employment project. Although services can take place year around, the emphasis was on a summer youth employment project. We enrolled over 200 eligible young people and provided employment opportunities. The youth were employed at over 60 different local employers, and nearly 50,000 hours of work were performed. Nearly \$400,000 has been paid in wages to young people under this effort.

Parks and Recreation

The Parks and Recreation Division manages and facilitates the use of our City's park system with the assistance of Facilities Management and Park Maintenance, part of the City's Maintenance Operations Division. Parks and Recreation also partners and collaborates with a variety of neighborhood groups and non-profit organizations to provide recreational opportunities throughout our city.

Accomplishments:

- Added an 1.2 mile extension to the eastern Duluth Lakewalk
- Increased community volunteer opportunities in our park system
- Began the Parks Master Plan process: held 4 focus group meetings, 4 community open houses, and surveyed 3,500 citizens with a return of 430
- Increased our user group collaborations and partnerships which resulted in more effective use of community resources
- Held 7 summer concerts at Chester Bowl with an average attendance of 600
- Partnered with community groups to expand recreation services to the public
- Dramatically increased open skating participation at the Duluth Heritage Sports Center
- Implemented a new management agreement with the Zoo
- Created the new "Pick a Day" Volunteer program
- Opened the new skate park at Wheeler Field designed with the help of local youth and with their fundraising support
- Partnered and implemented the special event Bentleyville Tour of Lights at Bayfront Festival Park
- Rebuilt the Zoo's tiger deck and completed upgrades and renovations to the Polar Shores infrastructure and mechanical systems
- Honored 11 centenarians at the Senior Expo
- Implemented major website upgrades allowing the public better access to our parks and trails
- Added a new disc golf course in Morgan Park
- Refurbished Lakewalk kiosks
- Participated in a statewide Steering Committee established by the State Legislature to develop a 10 year strategic plan and a 25 year long range plan for parks and trails of regional significance
- Recipient of national grant (1 of 10 in the nation) to assist seniors with the digital TV conversion

Community Development

Duluth Community Development Program Mission is to invest in community programs that help low to moderate income people by addressing **basic needs**, providing **affordable housing** and increasing economic **self-sufficiency**

To accomplish this mission the division annually administers more than \$4.2 million in Federal funds from the Department of Housing & Urban Development, through three major programs: the Community Development Block Grant (CDBG) program; the HOME Investment Partnerships (HOME) program; and the Emergency Shelter Grant Program (ESGP). Also, the division works with collaborative community partners through the At-Home in Duluth and Duluth at Work partnerships.

Accomplishments:

- Received the following additional grants:
 - \$1,600,000 in Neighborhood Stabilization Program funds
 - \$250,000 in HOME CHDO (Community Housing Development Organization) Green Rehabilitation funds
 - \$1,162,800 in Homeless Prevention Rapid Rehousing Program funds (Stimulus funds)
 - \$760,123 in Community Development Block Grant –R (Stimulus funds)
- Invested in public services that served 1,040 more people in 2009 than in 2008, a 6.45 % increase
- Provided accessibility upgrades within the Central & East Hillside, with 54 intersection and alley curb ramps to assist persons with disabilities to access services within these neighborhoods
- Assisted 24 households, who would have otherwise faced homelessness, with securing stable affordable rental units

Providing Affordable Housing

- Provided matching funds for 15 first time homebuyers to save for a down payment to purchase a house
- Provided 20 homeowners with assistance to replace their lateral lines and assist the community with meeting the EPA Consent Decree
- Preserved 165 affordable housing units (129 homeowner and 36 rental units) that provided new tax base growth of \$1,478,404

Economic Self-sufficiency

- Along with the Workforce Development Division and several community partners, invested \$383,000 in to the “**Duluth at Work**” program to assist 35 low income individuals in receiving job training and increasing employment opportunities, with the outcome of increasing their income by 25% over a three year period
- Weatherized 74 housing units in the community to achieve an energy cost savings of 30%, and increased the energy efficiency of a 39 unit rental building which achieving an energy savings of 50%

Planning Division

The work of Planning is divided into two main program areas: Current Planning and Long Range Planning. Current Planning focuses on the day-to-day activities of planning and zoning. Responding to inquiries, processing land use applications and staffing the Planning Commission are the principle activities of current planning. Long Range Planning develops and implements the City's 2006 Comprehensive Land Use Plan which sets forth the vision, principles, policies and recommended strategies for how the city should grow and develop over the next 20 years. A big part of implementing the Comprehensive Plan is creating new zoning regulations to translate many of the provisions in the Plan into land use regulations.

Accomplishments:

- Initiated the City's first small area plan for the Central Entrance - Miller Hill area which was unanimously adopted by City Council on September 14, 2009. The detailed analysis of the three-mile corridor included amendments to the future land use map in the Comprehensive Plan.
 - Over 90 citizens participated in 2 public forums held during the planning process.
- Continued to make progress on the development of new zoning regulations to implement the Comprehensive Plan.
 - In 2009, Planning hosted 12 public meetings on the Unified Development Code (UDC) which were attended by over 350 citizens. The UDC is expected to be completed and presented to City Council for approval in summer 2010.
- Processed 124 land use applications which were reviewed and decided by the Planning Commission and, for many actions, City Council.
- There were 6 planned commercial developments and 14 special uses resulting from planning review.
- Citizens and other stakeholders continue to be involved in the future development of the city through the UDC process.