

one hundred day assessment report



▶ Common Themes

- ▶ Cost of necessities is increasing (fuel, health insurance, etc.)
- ▶ Reduced staff
- ▶ Fewer opportunities for Federal and State Funding

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Administrative Services Overview

To provide overall administration and support services
to City departments and the public

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Administrative Services ► Challenges

- ▶ Increases in fuel costs and instability of the same
- ▶ Reduced staffing levels
- ▶ Utility rate increases for facilities and lighting

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Administrative Services ► Goals/Opportunities

- ▶ New technological efficiencies (utility billing, etc.)
- ▶ Implementing energy improvements to save money
- ▶ Greater emphasis on use of existing resources

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Attorney ► Overview

To provide quality legal services to the City and its employees to the satisfaction of the client

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Attorney ► Challenges

- ▶ Budget constraints resulting in insufficient staffing
- ▶ Lack of time to process criminal caseload
- ▶ Negative publicity due to advocating legally correct but unpopular positions

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Attorney ► Goals/Opportunities

- ▶ Expand alternate enforcement program (DJD)
- ▶ Create prosecution cost recovery and fee system to reduce criminal caseload and create revenue
- ▶ Perform work for agencies or City departments who currently hire more expensive private lawyers

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Finance Overview

To provide administration, Assessors, Auditors, Purchasing
and Treasury services to the City of Duluth

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Finance ► Challenges

- ▶ Economy's effect on city operations (inflation, pay raises, fuel costs, earnings on investments)
- ▶ Heavy reliance on state funding
- ▶ Ongoing and increasing impact of OPEB obligations
- ▶ Staffing

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Finance ► Goals/Opportunities

- ▶ Use SWOT process to encourage all departments to examine operations for 2009 budget
- ▶ Change financial outlook to long-term approach
- ▶ Expand consideration of all funds' health when making decisions on finances

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Fire Department ► Overview

To provide emergency services,
fire prevention services, and Building Safety services
to the citizens of Duluth

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Fire Department ► Challenges

- Reorganization of Building Safety Division to meet public expectations
- Need to redesign Rental Housing Program
- Need to address issue of vacant and condemned buildings

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Fire Department ► Goals/Opportunities

- ▶ Finish re-organization of Building Safety
- ▶ Initiate comprehensive external study of Fire Department
- ▶ Increase support for the Emergency Management Function

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Library  Overview

To provide a resource center
which provides vital information, materials and services
to the Citizens of Duluth

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Library ► Challenges

- ▶ Staffing (loss of 21 staff since 2004)
- ▶ Decrease in open hours
- ▶ Need to replace outdated technology

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Library ► Goals/Opportunities

- ▶ Restore open hours to September 2007 levels
- ▶ Investigate increasing use of volunteers
- ▶ Increase the number of library programs for all ages

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Parks and Recreation ► Overview

To provide recreational programming, senior programs, sport league opportunities and passive recreational programs to the citizens of Duluth

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Parks and Recreation ► Challenges

- ▶ Staffing (26 percent fewer employees)
- ▶ Public expectation of improvements to facilities as recreational interests change
- ▶ Resource allocation to maintain basic departmental operations

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Parks and Recreation ► Goals/Opportunities

- ▶ Formalize networking and collaborations to better utilize resources
- ▶ Develop clear direction and priorities to provide needed, affordable programs
- ▶ Help public understand what department can and cannot do, in order to improve public involvement

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Planning and Development ► Overview

Provide service to citizens through Community Development,
Workforce Development and physical planning

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Planning and Development ► Challenges

- ▶ Limited staff ability to support major new objectives
- ▶ Subject to funding fluctuations from federal/state sources
- ▶ 50% of Workforce Development division funding dependent on County Contract

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Planning and Development ► Goals/Opportunities

- ▶ Implementation of new Comprehensive Plan and form-based code
- ▶ Collaborate with CD Division and others to implement “prosperity agenda”
- ▶ Capitalize on partnerships with Work Force Council to promote regional partnerships

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Police Department ► Overview

To provide emergency response, criminal investigation and apprehension, and crime prevention services to the citizens of Duluth

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Police Department ► Challenges

- Statistics indicate department is over work load capacity
- Police HQ is outdated and not effective as police facility
- Lack of 24-hour desk operations hurts customer service

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Police Department ► Goals/Opportunities

- Consolidation of police services with area agencies (SWAT, Records, Crime Scene)
- Staff police desk 24 hours per day
- Institute Civilian Review Board for police complaints

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Public Works and Utilities Overview

To provide transportation, utility infrastructure
and associated services to the citizens
of the City of Duluth

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Public Works and Utilities ► Challenges

- ▶ Staffing Levels
- ▶ Replacing “institutional knowledge”
- ▶ Age of city infrastructure

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Public Works and Utilities ► Goals/Opportunities

- Elimination of Sanitary Sewer Overflows
- Automatic Meter Reading Installation
- Street Rehabilitation Program

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