

MIS brought online new technology needs to the City's new West Duluth Police Station/Emergency Operations Center to include video conferencing capabilities between the City Hall Headquarters and the West Duluth Precinct.

Designed and implemented the new City of Duluth logo to portray the look of our beautiful city.

Completed design work on the redesign of the City's website which will be completely rolled out in the 2008 calendar year, along with many improvements for greater citizen functionality.

The Assessor's office was converted over to the MCIS tax system, which is also utilized by St. Louis County. We have completed the design work on the Assessment Property Search website and this new look will go live in early 2008.

At year end 2007 the City's GIS Digital Plat and Parcel Data Mapping Project will be approximately fifty percent completed. The current plan is to complete this project by year end of 2009.

-Converted the lighting on Enger Tower from neon to LED resulting in a 90% reduction in energy consumption.

-Completed the renovation of the electrical systems for the Wade Softball fields lighting and scoreboards.

The Office of Sustainability has committed to the input of all stakeholders in continuing efforts to improve our lives, save money, and reduce our impact on our environment simultaneously.

Past efforts continue to be expanded, including the use of green cleaning products City-wide, the retrofit of the Duluth Steam plant to increase efficiency and the updating of illumination throughout the City to reduce energy use, save money, and improve our environment.

New educational sessions have been initiated for all interested individuals to help them improve their lives while saving money and reducing environmental impact.

New training session for business has been initiated –“Sustainability and the Triple Bottom Line” (economic, social, and environmental)–through the Duluth Area Chamber of Commerce Professional Development Program.

Success has occurred with collaborative efforts such as encouraging the free electronics recycling day scheduled at UMD on January 26th by John's Twin Ports Recycling, and partnering with US-PIRG (now Environment America) to raise awareness of environmental issues facing our community.

The City utility tracker is being updated to identify and follow utility use City-wide.

Efforts will continue to build relationships with other community organizations to better utilize the resources available and to better communicate the efforts of others to build a sustainable community, such as the UMD Office of Civic Engagement, which provided over 1,000 student volunteers to community organizations last semester alone.

Continued sale of portions of former DWP rail line in Spirit Valley.

Planned and constructed new gravel parking lot off Becks Rd for recreational rock climbers.

Completed land acquisition of BNSF railroad property on Grassy Point.

Facilitated the re-conveyance of City owned land near Tallas Island, in cooperation with MPCA and MnDNR, as part of the SLRIDT remediation project on the St Louis River.

Completion and occupancy of the East 1st Street Medical District Parking Facility.

Bid and prepare for renovation of the Duluth Main Public Library and the West Duluth Branch Library at City Center West.

Entered into the design phase for the renovation and modernization of Fire Station #5 located on Park Point.

The completion and occupancy of the new West Duluth Police Station and Emergency Operating Center. Bidding of streetscape improvements on Ramsay Street, in West Duluth, including new lighting, street furniture, brick paver sidewalks.

The completion of construction on the Baywalk Extension located at the terminus of the Minnesota Slip.

New playground equipment installation at Merritt, Grant, and Portland Square, in part funded by leveraging St. Louis County Recreational Grants.

Completion of new basketball court and related sitework at the Harrison Recreation Center.

Bid Public Works & Utility Vehicle storage building at 68th Avenue East which will service the eastern portion of the city.

Completed the fourth phase of the restoration and preservation of City Hall, which include repair of the exterior retaining wall along First Street.

Completed fire station improvements to Stations # 4 and #7 that included overhead door replacement, driveway patching, and masonry restoration.

Replaced two building roofs, improved thermal capabilities of both structures and improved weatherability of each.

Continued involvement and planning for future projects and improvements such as Skywalk extensions, Lakewalk extensions through East Duluth, Grassy Point Trail, Munger Trail.

Completed Auditor renovation on First Floor City Hall. Ushered in a new era which includes use of sustainable and green renovation products.

Created schematic design for the renovation of the Assessor's Office and additional remodeling of Public Works & Utilities-Garfield Office.

Renovated the Police Financial Crimes Office in City Hall. Reviewed future needs for Police Department.

Completed ADA Compliance projects in Clerk's Office, CDBG and designed accessibility to voting station at Duluth Heights Community Center.

Developed Budget/Planned for 2008 CIP to include Facility Needs Assessment, inclusive of a CDBG Grant to include component for Parks & Recreation facilities.

Become a state licensed training facility for EMT recertification thus reducing training cost.

Replacement/Reconstruction of Fire Station 5 (Park Point).The planning phase took place in 2007. The project will be completed in 2008. The new station will maintain its cottage look, while increasing the building efficiency and safety.

Successful \$750,000 federal grant award to replace All Hazard Warning and community awareness siren and surveillance system.

Successful \$350,000 federal grant award to replace all of the Departments SCBA's (Self contained Breathing Apparatus) equipment.

Participated on Rental Housing Task Forces to improve compliance.

Adjusted the rental housing program to meet the newly adopted code requirements.

The Fire Department responded to over 8,000 emergency calls for service.

Establishment of CPAT testing for new hires. Comprehensive assessment to test fire fighter candidate's ability to perform essential job functions.

Updated the Building Safety web site including new features such as plan review progress chart. This enables people to see where their plan is in the review process, with updated policies and help sheets for customers to download.

Continued partnership with WLSSD in cost sharing and services of the solid waste compliance officer. WLSSD now pays ½ the cost of solid waste enforcement.

Purchased and put in service Fire Engine 8 located at Spirit Valley Station. This engine replaces a fire engine nearly 30 years old.

Collaborated with ComfortSystems to establish a hydrant maintenance program which includes testing, painting, and procedures for notification of new hydrants and hydrants out of service.

Updated school public education program. 2nd and 5th grade – incorporated fire companies into the training. Made education presentations to 1000 grade school students and 550 pre-school students.

Completion of server upgrade and implementation of new fire reporting software. The end result will be a more stable, larger capacity system with up to date reporting software.

Expanded the Duluth Emergency Planning Group with expectations of improving communications and testing plans through exercises.

Developed a comprehensive fire scene safety program including the update of policies/ procedures and training. The focus of these efforts were new firefighter rescue techniques, emergency procedures for fire fighters in distress, and the active use of staged fire fighter rescue teams.

Purchased \$21,000 of pandemic flu supplies and equipment with grant dollars.

Updated the City of Duluth Emergency Operations Plan. Plan approved by Minnesota Homeland Security Emergency Management

Provided tours of City Fire Stations to over 2500 children from throughout the area. Tours provide information on fire department operations, equipment and fire safety.

Presented a highly successful Fire Prevention Week. Provided fire safety education and Carbon Monoxide and fire detector information at several neighborhood locations.

Used "Fire Safety House" to target elementary school children in the areas of fire and home safety. Contact with 1000 children in 8 Duluth elementary schools.

Continued the "car safety seat program" by hosting a clinic at a fire station once every month and trained 8 DFD members as certified car seat technicians. This service has become very popular.

Fire Prevention Office provided Fire and Career Education to kids from pre-school to high school, in addition to Fire Safety Education to businesses and Senior Citizen Groups.

Attended several conferences/planning workshops sponsored by the Minnesota Department Homeland Security Emergency Management.

Participated in multiple disaster preparedness drills with St Louis County Emergency Management, St Louis County Health, Minnesota Department of Health, St Luke's and St Mary's Hospital.

Used "Hazard House Display" - Very successfully in schools, health fairs, and Fire Prevention Week.

Conducted New Firefighter Survival Training.

Upgraded State funded hazardous materials equipment.

Provided origin and cause investigation on over 55 fires. (to date)

Provided over 620 car seat installations.

Partnered with Stora-Enso and other local business in confined space training.

Establishes a Police and Fire Liaison to promote public safety department cooperation.

Increased technical rescue capability through the use of new equipment, regularly scheduled drills, and new training software.

Developed the core processes for our ladder testing program and catalogued all ladders.

Completed 911 Cad System upgrades.

Became Board member of the Regional Radio board and taking an active role in planning for radio communications for the future.

Hired 18 fire fighters to replace vacancies caused by 2006 retirements.

Establishment of Emergency Manager Coordinator to aid emergency manager with increasing requirements.

Processed over 8,000 Building Safety permits for \$120,000,000 in construction.

Saw an increase of 10% in licensed rental properties to a new high of 5400 licenses.

A \$10,000 Skate Park grant was awarded to the Parks and Recreation Department from the Tony Hawk Foundation for the purpose of building a new skate park at the Wheeler Athletic Complex.

Accessibility was improved at the Parks and Recreation Department office building when the washrooms were remodeled and a new ramp was installed from the parking lot to the main entrance.

St Mary's/Duluth Clinic awarded the Park and Recreation Department a \$3,495 grant for the purchase of a defibrillator for Wade Stadium.

The Deer Reduction Program was very successful: safety rules were adhered to and 500 deers were reduced, thus showing a profit to the City.

New playground equipment was installed at Grant, Memorial, and Portland Square. A new bridge was constructed on the Lester Trail. New fencing, sealcoating, lines, and basketball hoops were installed at the Central Hillside courts. All of this was completed with the assistance of grant monies from the St Louis County Outdoor Recreation Project.

The special events permitting process was significantly revised to include more up-to-date, comprehensive information and illustrated pictures of parks and amenities. This was a collaborative effort between several City departments: Parks and Recreation, Park Maintenance, Facilities Management, Police, and Attorneys, and the new Bayfront Manager. This effort will continue into 2008 as we work toward providing more information on the City's website.

Bayfront Festival Park completed its first year under a management agreement with Craig Samborski, Secret Service Entertainment, LLC. Events included Fourth Fest, Rib Fest, Warmer by the Lake, concerts, and many other special events. The Park was used by more events and organizations than ever before.

The Woodland Community Recreation Center established a Snow Board and Ski Club program which averaged about 30 youth per week during the ski season.

Warmer by the Lake, considered a success despite the warm weather, drew over 2,000 people with a mix of lawn games, musical entertainment, bonfire, fireworks, and a slushy skating rink.

An "All Trails Cross Country Ski Event" took place during the winter. Skiing enthusiasts participated in this cross country ski event where they ski all the city trails over a one day period or weekend. Due to the excellent trail conditions, many people participated.

The Volunteer Recognition Party for Senior Programs was held on April 17 at Morgan Park Community Recreation Center: thank you speeches, food, entertainment, and door prizes were included to show appreciation to the 113 volunteers that attended. Senior Programs could not continue to exist without the support of volunteers, many of whom have volunteered for over 15 years.

The Holiday Banquet and City Lights Tour was a tremendous success this year and included a large group of "Red Hat Ladies". Almost 400 people attended the event at the DECC with about half attending for the first time.

Finally, after 2 years, the new Senior Programs Bus has arrived and is in service! The 2006 Chevrolet Shuttle Van seats 12 passengers with perimeter seating, has built-in steps, automatic door opener, and rear storage. The bus will be utilized by hundreds of seniors on a regular basis, providing a more accessible way to get to activities.

Seventeen centenarians were honored at the annual 100 Year Birthday Party celebration at the DECC, which was a record for this celebration. The oldest participant at the event was three months short of turning 108 years old!

Meals on Wheels Blizzard Story: smart thinking by Senior Programs staff members prevented our seniors from going hungry during the early March blizzard. With news of the impending blizzard, three staff members prepared and delivered meals on Wednesday to Gary New Duluth and Morgan Park Meals on Wheels participants. Two frozen meals, bread, cookies, and milk were delivered to each person. All of the recipients were very thankful for the extra effort staff made to ensure their needs were met during the storm.

The Parks and Recreation Department and Recreational Disc Golf Committee volunteers built Duluth's first public disc golf course. The Miller Creek Disc Golf Course is a community installed course utilizing over 1,500 volunteer hours as well as donated sponsorship funds and materials. The eighteen hole course is located within a new recreational area along Trinity Road adjacent to Lake Superior College, Enger Park Golf Course, and Miller Creek. The grand opening for this first-in-Duluth public disc golf course occurred during the fall of 2007.

The "Fun Wagon" program increased its special events numbers by 45% during 2007. This festive trailer is filled with outdoor recreational equipment, including hula hoops, parachute games, disc golf, and a 4-way tug-o-war. The project was designed to bring neighbors together for community involvement while promoting healthier outdoor family activities and peaceful play. The Parks and Recreation Department provides the equipment and staff support to community groups.

The 5th and 6th grade 3-on-3 basketball program continues to be successful after moving to Ordean Middle School. The purpose of the program is for the youth to have fun in a noncompetitive environment.

Use of the Washington Community Recreation Center has increased with the addition of the Duluth Area Youth Basketball Association as a tenant. Use of the gym area was expanded with the addition of volleyball lines painted on the gym floor in March. The volleyball league, sponsored by the Parks and Recreation Department, was able to move from the Armory to the Washington Center, thus saving the department over \$10,000 in rental fees. The pool is also experiencing expanded use by ISD 709 Special Education Department's swimming classes for students with disabilities.

Sixty kids learned how to ski in the Chester Bowl Christmas Ski Camp. Our heartfelt thank you to the staff who came in on their New Year's Day holiday to make snow after the rain on New Year's Eve deteriorated the ski hill.

The new Chester Bowl website, chesterbowl.org, published the summer concert schedule and the Parks and Recreation summer calendar for youth activities. This site was built by volunteers and has had over 3,600 hits since it first went online in January.

The Lower Chester skating area was reopened for the 2007-2008 winter season after being closed for one year. A variety of circumstances, including equipment failure, resulted in the skating area being close last season. Staff ingenuity, community support, and the cooperation of the weather produced a usable skating area for this season.

Staff assisted the Minnesota Geocaching Association with a project to convince Eden Prairie to open their parks for geocaching activities. Duluth has been a statewide leader in developing policies to encourage geocaching in our parks while maintaining the natural components of the park area and being respectful of all park users.

On February 20th, the Parks and Recreation Department co-sponsored a winter celebration with Duluth Youth Area Coalition (DYAC) at Grant Community Recreation Center. Two hundred students from youth agencies and Community Recreation Centers enjoyed ice skating, ice bowling, hockey shoot, snowshoeing, indoor and outdoor games, dog sledding, and soup and hot chocolate.

A collaboration between a Service Learning Project at Grant Elementary School and the Grant Community Recreation Center resulted in the donation of a beautiful and meaningful wall hanging to the center. The students were learning about immigration and family culture. Designs were drawn by the children who then transferred the symbolic colors into a woven piece that was joined with other pieces to produce the wall hanging. A celebration of the donation was enjoyed by about 150 families and community supporters at which the students read their stories about their weaving project.

The 2007 Wheeler Athletic Field tennis courts improvements included sealant, new lines, and new painted bases. With the combined efforts of Senior AIDES, the St Louis County Sentence to Serve Program, and City staff, the work on this project was successfully completed.

Over 55 new trail kiosks were built and installed by volunteers and staff. This is the first major information program implemented in a number of years. Trail users now are able to access important trail information as they utilize our City's green spaces.

During 2007, all City trails were mapped and measured by using a GPS device. This information was used to create new trail brochures and trail maps for the public.

The Police Department and the Parks and Recreation Department partnered in a newly established "Trail Watch" program. Thirteen people were officially trained as Trail Patrol representatives. They patrolled all our trails, thus being the eyes and ears for the Police Department, Animal Shelter, Parks and Recreation Department, and Park Maintenance reporting misuses of the trail system. A grant of \$547.50 was received from the Minnesota Recreation and Parks Foundation to support this effort.

Northwood Children's Service developed a volunteer program called the Rangers. The purpose of the program is to preserve, protect, and enhance designated parks and areas in the City of Duluth. The Rangers are comprised of students and staff who work in partnership with the Parks and Recreation Department. They have adopted West Skyline Parkway and the Chester Bowl area.

The WLSSD and Enger and Lester Park Golf Courses teamed up this spring by providing free compost soil which was applied to the fairways and gardens.

Enger and Lester Golf Courses are now under a new management agreement. This new management agreement allows the golf pros at both courses to run the City's municipal courses.

The Polar Shores building was completely reassessed. A consultant spent three days at the Zoo for the purpose of determining a design, schedule, and cost analysis for our state bonding proposal.

The Zoo hosted both the State and House Capital Investment Committees giving members a presentation, a booklet, and a tour of the Zoo to highlight the need for state bonding funds to make infrastructure improvements at the Zoo. This effort was a collaboration between the City and the Zoological Society. The City's Architect produced a booklet of information, maps, and pictures. Staff from the Zoo, the Society, and the Park Maintenance Department "spiffed-up" the Zoo grounds. City and Society staff conducted the tour and presentation. We received many positive, supportive comments from committee members.

Congratulations to the kangaroo at the Zoo on the birth of her joey. New babies are always a treat for visitors and staff alike.

Crunch, the alligator snapping turtle, made a six-week stop at the Lake Superior Zoo from mid-May through the end of June. The experience of seeing the 165 pound, 150+ year old turtle was unforgettable. He provided many teachable moments for Zoo classes and Zoo visitors alike. Thanks to Crunch, Zoo attendance figures for June 2007 were the best in 5 years!

Two new educational partnerships brought promising collaborations for the Zoo's education programs! Teachers in the Duluth Public Schools are working with the Lake Superior Zoo in a new and meaningful way. Teachers are using Zoo animals and Zoo education programs to enhance their classroom objectives and they are taking on service learning projects that will also benefit the Zoo. The teachers hope to help raise money to help the Zoo acquire new animals for the spring of 2008. Additionally, a new collaboration with Hawk Ridge, Great Lakes Aquarium, Hartley Nature Center, and the Duluth-Superior Sailing Association provided new opportunities for the joint promotion of conservation and recreation programs.

Zoo events were successful both from an attendance and revenue point of view. Record attendance was seen at the Third Annual M.A.D. (Member's Appreciation Day) Safari! More than 800 people enjoyed the exclusive "member's-only" event. The Tiger Golf Tournament offered a great day of golf at Enger Golf Course and attracted new participants and increased revenue. Boo at the Zoo increased by two this year. The event was expanded to two consecutive Saturdays, attracted nearly 9,000 people to the annual Halloween event, and nearly doubled proceeds to benefit Zoo programs and services!

Overcoming adversity was the true accomplishment for the staff and volunteers at the Lake Superior Zoo. 2007 provided significant setbacks with the abrupt lost of the Zoo Director, as well as several signature animals, including Bubba the polar bear, Beauty the cougar, and Nemo the African lion. New animals are on the horizon for 2008!

A shared vision is being pursued. Schultz & Williams, a zoo consulting firm, was employed to conduct a strategic assessment of zoo operations. The assessment was released in early 2007. The Lake Superior Zoological Society formed a Future of the Zoo Committee to examine various operating models for zoos and make a recommendation for changes at our Zoo. The Zoological Society and the City of Duluth are currently discussing a public/private partnership that will bring improved operations for the Lake Superior Zoo.

The Duluth Police Department's policy and procedures manual was terribly out of date, leaving the police department and City open to litigation due to the old and improper policies. The new manual is in the final completion stage and will be rolled out in early 2008. The updated manual also meets the Commission on Accreditation for Law Enforcement Agencies (CALEA) standards. CALEA is a national association that sets high standards for police agencies to guard against liability and ensure professionalism. The Duluth Police Department is currently in the CALEA process to become certified. The process takes three years and requires an agency meet strict operating guidelines.

Purchased and installed an installed an AFIS machine for the department through a federal grant. Previously officers had to use other law enforcement agencies for assistance in matching finger prints. Because of this new system we can operate from our department and have had incredible success at matching burglary suspect finger prints, car theft suspects finger prints, and a host of other crimes have been solved in part to the AFIS machine.

The first new police station since 1928 opened it's doors in West Duluth this year. We have seen decreased response times and a decrease in many crimes in the western portions of the City in 2007. Patrol officers, community officers, investigators, and clerical staff are readily accessible to the community.

We began using Property Room.com in 2007 as a cost effective way to dispose of surplus property and clear needed space in our property room. Utilizing this option for disposing of property has saved the department hundreds of hours in personnel time and provided revenue that we would not have received. The department will continue to focus on using innovative ideas to operate to increase efficiency and save money.

A priority for the department in 2007 was to research the best in-car camera systems for our department and find a funding source for their purchase. The I-Cop camera system was chosen as the best system for our needs and a \$50,000 grant from the State of Minnesota was secured to help pay for the camera systems. An initial purchase of 10 cameras has been made and their installation will happen shortly. Another 10 camera's will be purchased in 2008. The cameras will be beneficial in the prosecution of offenders and aid in officer complaint investigation.

For the first time in about three years, every neighborhood in Duluth will have a community police officer. The eastern neighborhoods of Duluth are the last to have an officer assigned and this will occur on January 1 with the assignment of Officer Erik Hanson. He work out of the Lakeside office and will cover Lakeside, Woodland, Congdon, and Hunter's Park. We hope with the addition of personnel in 2008 we will be able to add additional community officers and a neighborhood impact team to deal with troubled areas. The Lincoln Park neighborhood recently expanded it's citizen patrols from less than 10 members to over 40!

For the first time in years, the Patrol Division developed and implemented a new employee development assessment to review performance, foster career development and improve community service by patrol officers.

Two officers received certification as Police Cyclist Instructors through the International Police Mountain Association which will enable to department to provide on site instruction and expand the number of police officers we have on bikes. We will also train and certify officers from other departments on police cycling which will bring in revenue.

Thanks to the generous support of community members and businesses a new police canine was brought onto the force. Officer Kelly Greenwalt and his canine partner Rego completed a rigorous 12-week certification course through the St. Paul Police Department.

The Patrol Division re-instituted the Accident Review Board to evaluate all police department vehicle crashes. The board evaluates all accidents, determines preventability, and recommends corrective action when appropriate. Crashes and crash related damage are down over 50% in 2007 when compared to 2006.

On January 1, we began using our new early warning system software. This state of the art system was purchased with a federal grant and will allow us to track the number of times we use force, the type of force we use, the number of accidents we have, complaints against officers, and provide police managers with an e-mail notice when a problem is detected. Previously, with use of force issues we would have to go through stacks of sheets of paper and hand count the number of use of force incidents we had. This system will give us instant data related to specific aspects of performance which will be beneficial for dealing with issues early.

The Duluth Police Department installed Crime View Crime Mapping software this month. The money for the software came from a large federal grant. The mapping software will allow us to track crime and trends throughout the city and deploy resources accordingly. With almost 80,000 calls for service a year, it can be difficult to track every case and see trends. With this program, supervisors will be able to create instant computer generated pin maps on where and when crime is occurring. Patrol lieutenants will be expected to formulate strategies to address crime in the neighborhoods. Many cities throughout the nation have had incredible success by utilizing crime mapping in their crime reduction strategies. We look forward to using this valuable tool to help make Duluth a better place to live.

Thanks to a \$10,000 grant from the Duluth Superior Foundation, the Duluth Police Department crime mapping system will be available on-line for the public to view in 2008. Residents will be able to view all types of crime that occurred in any area specified. It will be extremely beneficial in our effort to free our neighborhoods of crime and inform residents what is happening in their neighborhoods.

Despite the media's unhealthy focus on crime, we continue to enjoy a safe city that is a great place to live and conduct business. A comparison of crime from 1968 to today shows crime is down in three of four categories. Here is a chart showing the crime comparisons by year:

Duluth Crime Rate

	Homicide	Robbery	Burglary	Auto Theft
1968*	2	41	1,003	483
1991	2	61	976	331
1993	6	53	865	190
1996	3	80	817	349
2001	7	91	681	476
2002	3	91	763	427
2003	5	82	610	381
2004	0	59	745	247
2005	3	115	681	208
2006	1	116	630	360
2007	1	102	707	336

*1968 statistics from the 1968 Duluth Police Department Annual Report

**2007 through 12/20/07 not all verified for actual offences-Thus numbers not 100% accurate and reporting might be slightly higher until each report is verified.

Through organizational changes, strategies, and responsible management practices the police department cut their overtime by several hundred thousand dollars over recent years. This dramatic reduction came about as a result of the hard work of all staff of the department.

We offered a summer and fall Citizen's Police Academy and both were attended in record numbers. Those in attendance represented citizens from all over Duluth. They heard from all of the different divisions and units and learned first hand the challenges the department faces. Class participants had high ratings for the academy. The summer class donated hundreds of dollars worth of digital cameras for patrol officers to use and the fall class donated to the canine program. Two classes will be offered in 2008 and a waiting list is already in place.

We began 2007 operating with about 133 officers. 13 below our authorized strength. We lost hundreds of years of experience due to a wave of officer retirements in 2006. We started 2007 as a young police department. Our average age was just 33 years old. Only 3% of our force was over age 50.

Despite the loss of many seasoned officers, our Patrol and Investigative Divisions hit many home runs. A quick review of the high profile cases from 2007 indicate a clearance rate everyone can be proud of. Clearance rates are one manner in which a police department's performance can be measured. Some of the cases cleared by arrest that come to mind are, the Jack's Mobile Robbery, the Harrison Community Club arson, the Western Bank robberies, the Adam Sheda homicide, the Eugene Davis arrest for the Morgan Park shooting, the James Redd arrest and conviction for juvenile prostitution and drug sales, the Congdon Park home invasion and numerous high profile burglaries. The quick resolution of these cases is an indication of the quality of the men and women that work for this department.

The Comprehensive Plan was adopted in the summer of 2006. The principal means of implementation will be new land use regulations which reflect the Plan. We advertised to the consultant community the City's interest in proceeding with a new ordinance and although the work has not yet started, we have received samples of their work and expressions of interest from five firms. Grants totaling \$110,000 were secured for this work. Also, every planning commission action in 2007 has been reviewed in the context of the adopted plan.

A long-standing violation of a grant agreement used to acquire land for the construction of Spirit Mountain was corrected in 2007. A parcel of land was secured and the various appraisals, historic and archeological surveys were prepared to the satisfaction of the Minnesota Department of Natural Resources and the Federal Department of Interior. The resolution of this issue makes the City of Duluth eligible for DNR grants program.

Two projects progressed that directly reflect the principles of the Comprehensive Plan. SMDC is building a new clinic in the heart of the Lakeside Business District as result of combined efforts of the Planning Department and A&L Properties to find a site that benefits A&L's client, users of Portman Square and strengthens the business district. The Eastridge housing development, between Moose Mountain and the expressway to Two Harbors, reflects conservation design elements to minimize disturbance to forest continuity, wetlands and impervious surfaces while providing housing sites with views and suburban character.

A survey of East End residential properties was completed to the standards of the National Trust for Historic Preservation.

City staff had regular meetings with Duluth School District representatives and their consultants to assist with the District's study of facilities and possible new school sites. We also developed a partnership with Proctor School District to use Bayview Park for the school forest program, outdoor education and general public recreational use.

Responding to inquiries, processing land use applications and staffing the Planning Commission is a principal role of the planning department. The commission met 14 times this past year to review and make recommendations on over 150 individual actions. Each action requires research, notification and preparation of a report. Staff also carries the Commission's recommendation through City Council action and maintains records of this process, available for review in City Hall and on the City web site.

Petition:	Count:
Concurrent Use Permits	19
Downtown Waterfront Mixed-Use District Reviews	16
Historic Preservation Reviews	2
Environmental Assessment Worksheets	2
Plats Reviewed and Approved	8
Tax Forfeited Land Review	24
Vacations of Street, Alley, and Easement	14
Water Resources Management Ordinance (WRMO) Special Use Permits and Variances	29
Rezoning	9
Zoning Ordinance Text Changes	3
Zoning Special Use Permits	15
C-5 Planned Commercial Site Plan Reviews	8

Delivered programs and administered more than \$3.332 million in Community Development Block Grant (CDBG) funds; \$748,371 in HOME Investment Partnerships (HOME) funds; and \$113,889 in Emergency Shelter Grant Program (ESGP) funds.

Generated approximately 180 units of rehabilitated housing for low- and moderate-income families and individuals through the Housing & Redevelopment Authority of Duluth (HRA), Neighborhood Housing Services (NHS), Arrowhead Economic Opportunity Agency (AEOA), Women's Community Housing Organization (WCDO), and Northern Communities Land Trust (NCLT) programs.

Administered the HOME program, including finalizing agreements for the rehabilitation or construction of affordable housing during the year. The projects include:

The Northern Communities Land Trust sold eight (8) newly constructed single family housing units during 2007 and has nine (9) additional single family housing units under construction. Three of the units are being constructed on sites where NCLT demolished 12 units of condemned for demolition, blighted housing units, providing affordable home ownership and neighborhood renewal. In addition, NCLT substantially rehabilitated three single family housing units, with one of those units sold to-date.

Supported The MURL Project, where the Duluth HRA purchased four vacant or condemned houses, totally renovated the properties, and sold them to low-income families that have been turned down for conventional mortgages.

Center City Housing completed the New San Marco Apartments, 70 units of new construction which is providing homes for very-low income and formerly homeless persons. Thirty of the units are targeted to chronically homeless individuals with disabilities.

Provided tenant-based rental assistance to 19 formerly homeless families through a program administered by the Duluth HRA.

HOME projects generated over \$6.6 million in new construction and rehab of existing housing stock in Duluth. Out of the 91 contracts and subcontracts, minority-owned businesses received \$1.2 million in contracts (17% of the total), and \$502,754 were awarded to women-owned businesses (8% of the total).

The City of Duluth's 2006 Housing Tax Credits supported the Harbor View Phase III, part of the Duluth HRA's HOPE VI initiative. A total of 628 affordable and 174 market-rate housing units will have been renovated or built with the assistance of Housing Tax Credit investments since 1987.

It was the third year of operation for the "Housing Investment Fund", which has awarded loans to a total of 12 housing projects. This City funded support will help to create new housing or rehab existing owner-occupied homes and rental properties throughout Duluth.

The Community Development staff annually complete the Duluth Housing Indicator Report as a tool to track the housing market within the city. The report provides a picture of the most recent housing trends as well as the trends over the past several years. The report for 2006 is on the City's website and staff is now putting together 2007 housing data for 2007 Duluth Housing Indicator Report to be released early in 2008.

During 2007, CD staff worked with the Duluth Economic Development Authority to develop a program that is taking aim at blighted, condemned for demolition, property. DEDA agreed to provide up to \$400,000 to purchase and tear down condemned or nonconforming structures located in five Duluth neighborhoods. The five neighborhoods include, East Hillside, Central Hillside, Lincoln Park, West Duluth, and Morgan Park. The goal is to encourage revitalization of the neighborhoods and to promote redevelopment activities.

Partnering with St. Louis County, Duluth and the county secured \$3.3 million dollars in mortgage dollars from the Minnesota Housing – Minnesota City Participation Program assisting 29 qualifying households in home purchases.

Community Development secured and administered more than \$653,825 in CDBG funds on 5 individual public facility improvements in 2007, including:

\$180,000 for the installation of streets and utilities for 15 affordable homeownership units as part of the HOPE VI revitalization of the Harbor View Homes area.

\$123,000 in matching funds to address the critically needed repairs, increased accessibility of the parking lot serving the clients of the Damiano Center.

\$154,000 for Accessibility Phase IV, improvements by providing pedestrian ramps at alleys and street intersections that increases the pedestrian access routes throughout Duluth's Central Hillside Neighborhood.

\$ 46,825 to provide new, safe and accessible parking for the users of the Harrison Community Recreation Center building and the surrounding neighborhood Park.

\$150,000 toward the renovation and construction of the Supportive Housing units and American Indian Cultural Center project that includes the substantial rehabilitation of the Historic YWCA building.

i)
ii)

The Community Development Division continued to work with the Local Initiatives Support Corporation to further the efforts of the "At Home in Duluth" initiative. This year work started on Neighborhood Revitalization Strategy Area plans for West Duluth and Morgan Park. Three neighborhoods, Lincoln Park, Central Hillside, and East Hillside, have finalized plans that are being implemented in part through CDBG and HOME funded projects. When completed, the Neighborhood Revitalization Strategy Area plans are adopted as part of the City's Consolidated Plan for Community Development.

The Division continued to provide staff support to the Duluth American Indian Commission (DAIC). The Commission has been proving itself to be an increasingly trusted forum and voice for Duluth's American Indian residents. A major focus of the DAIC this year was its efforts working with the American Indian Community Housing Organization and other American Indian support agencies to establish an American Indian community center / housing facility.

The City, along with St. Louis County completed a 10-Year Plan to End Homelessness, called Heading Home St. Louis County. An Implementation Team was formed in 2007. Along with St. Louis County Commissioner Steve O'Neil, a number of City representatives participate on the Implementation Team and a variety of subcommittees.

In October 2007, the City held its second annual Homeless Connect event, which was coordinated by the United Way of Greater Duluth. Over 200 volunteers, primarily students from three Duluth colleges—the University of Minnesota, Duluth, the College of St. Scholastica and Lake Superior College--and dozens of housing, legal, medical, mental health, and other service providers assisted approximately 400 homeless individuals and families in a day-long process of connecting persons to a full range of support and services, including food, clothing, medical, housing, and other basic needs.

Patched 6,105 blocks of streets and alleys with asphalt.
Permanently restored 93 utility excavations.
Placed an asphalt maintenance cap on 5.6 miles of city streets.
Swept 6,106 miles of city streets and impervious alleys.
Swept 495 blocks of sidewalks along main thoroughfares.
Cleaned off 1,833 catch basin tops.
Graded 2,711 blocks of gravel streets and alleys.
Collected and separated 4,648 cubic yards of used winter sand.
Cleared 146 blocks of brush and trees within city street and alley rights-of-way.
Mowed 940 blocks of city-owned rights-of-way.
Plowed 37,552 miles and sanded 52,523 miles of streets and alleys.
Cut and removed ice from 612 blocks of city streets.
Removed 24,042 cubic yards of snow from 1,757 blocks in the business districts.

Lakewalk – performed all grounds maintenance operations that help make the Lakewalk the overwhelming success it is today.

Rose Garden – performed all grounds maintenance operations at the Rose Garden that help make it one of the country's finest public gardens. Also worked with over seventy groups of people who reserved the Rose Garden for special occasions.

Enger Park – performed all grounds maintenance operations to create the unique setting at Enger Park. Also worked with the Sister Cities Commission to construct a new Japanese-style garden to fit with the Peace Bell in the park.

Forest land – managed the use and care of over 9,300 acres of forest land within the city limits.

Baseball / softball fields – provided service and support for over 175 baseball games and practices at Wade Stadium and 445 softball games at Wheeler Field. Also improved irrigation and drainage at Wade Stadium.

Soccer fields – managed the use of nine soccer fields which resulted in a higher level of quality for the over 1,000 games played on them. Also installed a new drainage system that improves field drying time to allow for earlier use of fields after significant rains.

Boulevard trees – maintained the boulevard tree system consisting of over 18,000 trees within the city limits including pruning, planting and removal.

Streetscapes – performed routine maintenance of streetscapes in Downtown, Canal Park, Lincoln Park and West Duluth including trash pickup, graffiti removal, tree pruning, bench repairs and other items as needed.

Picnic parks – performed all grounds maintenance operations as needed in nine picnic parks. Maintenance work included daily cleaning and stocking the public restrooms, trail pickup and sweeping. Performed mowing, equipment repair and graffiti removal as needed. Also worked with over 100 groups who had rented parks and had special needs related to the parks and their use.

Hiking trails – maintained over 25 miles of hiking trails plus completed construction of new bridges on the Lester hiking trail. Additionally at Lester Park, a new 700-foot long railing system was installed to improve safety along the trail. Mission Creek and Chester Park trails also received improvements. Kingsbury Creek trail surface was upgraded and rerouted in several areas to improve safety. Trail kiosks were installed at Lester, Chester, Congdon, Piedmont and Western Waterfront trails with maps and trail information.

Playgrounds – a new playground was installed at Portland Square. New equipment added to Grant Park and Memorial Park. Five playgrounds were removed in 2007 because of the deteriorating condition of the play structures. Repainted play structures at Cascade, Grand, Fon du Lac, Norton, Blackmer and Morgan Park. Each playground in our park system received routine inspections and repairs were performed where needed.

Skate parks – repaired ramps, removed graffiti, picked up trash, swept glass at the two skate park sites in the city of Duluth.

Cross country ski trails – groomed all five trails in the city limits. Also brushed, mowed, graded and performed repairs as needed along the trail system. Also developed a working partnership with the Duluth Cross-Country Sky Club to further our efforts to create a high-quality skiing experience.

Downhill skiing – partnered with the Parks Department and the Chester Bowl Improvement Committee to enhance the skiing experience for the over 1,000 users of the Chester Bowl ski hill. City of Duluth Park Maintenance staff groomed the ski hill over 70 times last year including every weekend from early December to early March. Park Maintenance also moved the snow-making machine daily during the early part of the season to ensure a quality sky product was available for our users.

Skating rinks – Park Maintenance maintained 16 pleasure skating rinks located throughout the city. Maintenance included mowing the grounds in the fall, plowing, sweeping and flooding the rinks daily when the weather was appropriate, and changing rink lights as needed. Park Maintenance also works with numerous hockey organizations to assist them in board replacements, ice making, lighting repairs, plowing and grading.

Sidewalk snow removal – City of Duluth Park Maintenance staff removed snow from hundreds of miles of sidewalk during 2007 including high visibility traffic areas such as downtown, Grand Avenue, Piedmont Avenue, Mesaba Avenue, Central Entrance, 21st Avenue East, London Road, Arrowhead Road, Canal Park, Superior Street and many others. Park Maintenance also coordinates the City of Duluth's efforts to improve the ability for walkers to commute.

Holiday lighting at Bayfront – installed and maintained more than 75,000 holiday lights which beautify Bayfront Park each holiday season.

Courts – tennis courts, basketball courts, bocce courts and volleyball courts located in the city's park system received repairs and improvements in 2007. The Wheeler Fieldhouse courts were crack-sealed and the surface repainted to extend the life of the courts. New fencing was also installed. The basketball courts at the Parks Office were resurfaced and new standards, backboards and rims were installed. Bocce courts received a new aggregate base to improve play. The volleyball courts at Park Point had their sand surfaces replenished and tilled.

Graffiti removal – performed graffiti removal at over 1,000 sites in the park system and other public spaces during 2007. Partnered with the Police Department to catalog and photograph graffiti to assist them in the reduction of graffiti.

Illegal dumping – supported the Building Safety office, Street Maintenance and Police Department in the identification of dump sites around the city. Also coordinated the collection and proper disposal of over 150 appliances, 400 tires, 100 computers and electronic items and 50 gallons of paint illegally dumped.

Traffic Maintenance

Maintained computer records of sign inventory.

Maintained all computer records for meter work.

Did file updates in engineering records for painting accomplishments.

Painting	
Centerline (double yellow)	199.43 miles
Lane line (edge line)	65.77 miles
Parking stalls	3,750 feet
Crosswalks	17,852 feet
Miscellaneous (legends and other markings)	7,420 feet

Signs	
Signs in inventory	19,284
Work orders / traffic orders	61
Repairs / replacements	310
Emergency / ICR responses	38
Special events	40

Meters	
New meters installed	100
Batteries replaced	3,900
Work orders / traffic orders	10
Ticket complaints from County	253
Stolen or vandalized meters replaced	61

Utility Operations staff has the responsibility for maintaining the Utility Infrastructure for all water, sanitary sewer, storm sewer and gas lines in the City. The infrastructure includes over 380 miles of water distribution pipe, 420 miles of natural gas line, 250 miles of storm sewer, 100 miles of ditches, and 400 miles of sanitary sewer line. Responsibilities include repair of all lines, hydrants, regulators and lift stations, cleaning of sewer lines and stormwater lines, leak detection, cleaning of creeks and ditches, culvert repairs, and providing general customer service. In addition the Division maintains the National Pollution Discharge Elimination System Permits for the Sanitary Sewer Collection System and the Stormwater System. The Utility Operations Division also directs the Inflow and Infiltration Program and operates the mandatory education program for the City.

Maintenance and Repair Activities:

Rodded 219,432 feet of sanitary sewer line

Responded to 231 sanitary sewer service calls of which 208 (90%) were problems on private property not related to the sanitary sewer system.

Flushed 29,376 feet of sanitary sewer line

Televised 159,744 feet of sanitary sewer line

Performed 52 spot repairs on sanitary line

Replaced 1,499 feet of sanitary line
Replaced 466 feet of storm line
Steamed 6,217 feet of culverts, ditches and storm lines
Repaired 42 culverts (869 feet)
Dug or repaired 4,280 feet of ditch.
Rehabilitated 78 sanitary sewer manholes
Rehabilitated 81 storm manholes and catch basins
Performed 49 gas cut offs (service and main)
Responded and repaired 40 gas hits
Installed or extended or looped 6 gas mains
Installed 95 gas services
Repaired 31 service mains not considered gas hits
Lowered 3 gas service mains
Replaced or rerouted 46 services and mains
Repaired 152 water mains
Performed 35 cut offs of water service and main
Installed 18 water services
Responded to 90 miscellaneous customer water requests
Responded to 211 steamer requests for hydrants or services
Performed 137 water leak checks
Replaced, repaired or extended 93 water hydrants

Maintenance Upgrades

- Gas Utility crews installed 2000' of 6" PE gas main on Maple Grove Road
- Utility crews worked with a contractor to install a water station by-pass at the Bayview Pump Station
- Utility crews installed new natural gas service lines for the Lakewood Water Treatment Plant
- Lift Station 21 at 11 Commonwealth Ave was replaced.

The City and WLSSD are negotiating with the Environmental Pollution Agency (EPA) and the Department of Justice and the MPCA on a Consent Decree. The overriding goal of this Consent Decree is to obtain compliance with the Clean Water Act which states Sanitary Sewer Overflows are not allowed.

The City experienced 26 sanitary sewer overflows in 2007. This is a significant increase in number from previous years due to the heavy rains that occurred in September and October. Overflows may result from pipe blockages or breaks or as the result of excess water flowing in to sanitary sewer during storm events as the result of home footing drains connected to the sanitary sewer or defective private lateral lines or public lines. The Endion Storage facility became operational on 11-15-2007. This is the fourth storage facility within the City designed to retain excess flow during rain storm events. These storage facilities provide the City with additional protection against sewer overflows during heavy rain events and assist the City in complying with its National Pollution Discharge Elimination System (NPDES), Collection System Permit held jointly with WLSSD. The Utility filed its 5th annual permit report.

The Sanitary Sewer Utility has had in place an Inflow/Infiltration program for thirteen years and has seen an overall decrease in the duration of overflows and by passes. The program targets the portions of the City that contribute the largest portion of inflow during rain events and ultimately will target all homes in the City.

The Inflow/Infiltration (I/I) removal program is working in the Woodland area and parts of West Duluth to disconnect home footing drains from the sanitary sewer. As part of this effort Water Quality Specialists inspected over 1450 homes, 503 homes have completed the disconnections as of mid December 2007 and 229 house traps were removed, which is another source of I/I into the system. In addition 134 residences are being surcharged as a result of failure to allow inspection (79) or not responding in over 90 days (46). If these homes take corrective action the surcharges will be removed.

To identify the locations where inflow and infiltration enter the sanitary sewer, Utility Operations crews employed various methods. Closed circuit television equipment was used in dry weather to evaluate structural issues and again in wet weather to identify where excess water is entering the system. Crews also installed and monitored temporary flow meters in both dry and wet weather to identify where flows increase during rain. Dye testing and smoke testing were also used to locate where clean water is entering the sanitary sewer system.

The City continued the demonstration project to line laterals (home connections to the sanitary sewer) in the Polk St area. A local contractor was awarded the bid that allowed lateral lines to be lined from the home to the city's main. This eliminated the need to excavate and therefore there aren't restoration costs and weather isn't a factor. The City is working with the consulting firm Camp, Dresser and McKee, Inc. to determine the effectiveness of the program and develop long term direction for the program.

Staff maintained a booth at the Arrowhead Home Show, Earth Tracks at the Zoo and Harvest Fest to talk to the Public about I/I and other issues.

Utility Operations continued its residential "street sweep" program on a City wide basis in the spring with 13 collection sites set up throughout the City for residents to deposit collected road sand. Three dump truck loads of sand were collected from the sites. In the fall the City continued to encourage residents to maintain catch basins. Over 600 catch basins across the City are now adopted. The original project was funded through a Great Lakes Commission Soil and Erosion Grant and demonstrated the willingness of individuals to reduce storm water pollution when they were asked to give an individual commitment.

Analysis and design for potential new sediment devices to treat discharge from Miller and Coffee creek and to develop methods for disposal of the spoils was completed through a grant from Minnesota's Lake Superior Coastal Program.

Utility Operations offered two additional workshops to local food service establishments to increase awareness of the problems of fats oils and grease in sanitary sewers. The workshop also explained the costs related to using sanitary sewers to dispose of food waste and potential future changes in rate structure to adjust for these cost. Over 130 regional food service establishments sent representatives to the meetings (in 2006 & 2007) and total attendance was over 180 individuals. Attendees were given poster and stickers to use in their establishments. The program was funded through Minnesota's Lake Superior Coastal Program.

Utility Operations continued to participate in education and outreach. Utility Operations members presented papers at a national conference, five regional conferences and at two state conferences as well as numerous local events. Staff participated in the Arrowhead Home Show, Earth Tracks at the Zoo and the Harvest Festival. A staff member was invited to participate as a trainer in the statewide illicit discharge training by the MPCA. Presentations were made to regional school groups, youth organizations and local clubs. Field staff again assisted schools with storm drain marking. As part of the street improvement projects contractors marked approximately 60 storm drains using concrete stencils provided by the Utility.

Utility Operations staff participated in River Quest program reaching over 400 students. Over 1000 sets of Duluth Stream Cards were distributed to the public.

Utility Operations continued to partner on the www.lakesuperiorstreams.org (formerly www.duluthstreams.org) website. The site received additional funding through a grant from Minnesota's Lake Superior Coastal Program. Real time data from stream monitoring on four City creeks is available on the site. The site now offers a complete toolkit on methods of treating stormwater for the both construction and residential use.

Utility Operations participated actively in the Regional Stormwater Protection Team (RSPT) and continued to chair the organization. The RSPT continued television and radio advertising and distributed information to regional groups. In March RSPT sponsored a workshop for local snow plow operators with emphasis on reduced use of salts.

Utility Operations staff participated in a regional Watershed Festival. Part of this festival included a national environmental representative that spoke at several schools and did presentations at the Festival.

The Stormwater Utility filed its fourth annual report for the NPDES Phase II Stormwater Permit and held a public meeting in May. In May, the Utility filed the City application for participation in the second Permitting cycle. The City permit and Storm Water Pollution Prevention Plan are available at www.lakesuperiorstreams.org.

As required in the permit the Utility Operations tracked activities for meeting permit deadlines. The utility performed an evaluation of over 20% of its outfalls. The Utility inspected all sediment containment devices and continued the process of mapping all private and public stormwater ponds in the City

Utility Operations continued to maintain monitors in four local streams (Kingsbury, Chester, Amity and Tischer) with real time data available at the www.lakesuperiorstreams.org. Utility Operations worked with Western Lake Superior Sanitary District to identify pollution sources in local streams.

A Utility Operation team member was named "Operator of the Year" by the MWOA (Minnesota Wastewater Operators Association). A Utility Supervisor was elected by WEF (Water Environment Federation) as a Professional Wastewater Operator (PWO). Part of his responsibility was to direct a team for the Collection System Operators Challenge at the National WEFTEC Conference. A Utility Operation team member was elected as Chairperson for MWOA Northeast Section.

Customer Service Division prepared the specifications for an automated meter reading system (AMR). It coordinated the efforts of multiple city departments involved in the project team to prepare the bid documents and select an AMR system. The AMR system will read 53,811 meters per month, and save the utility \$784,084 per year. Public Works and Utilities selected an AMR system by Itron to be installed by Johnson Controls. This recommendation was brought to the City Council for approval on December 17, 2007.

ComfortSystems' proposed a conservation program for commercial and industrial class customers in 2007. The City Council approved the program to conserve energy and reduce green house gas emissions. ComfortSystems implemented the program and met with fourteen customers to qualify conservation measures for Conservation Improvement program grants.

The Home Energy Loan program served 472 customers and provided 122 loans valued at \$607,500 in 2007. The program resulted in estimated annual conservation savings of 34,000 Therms of natural gas and reduced carbon dioxide emissions by 963,000 lbs.

ComfortSystems developed and administered the Department's 2007 public awareness and safety message campaign. ComfortSystems distributed over 100,000 brochures and flyers about utility services and safety information. Newspaper and radio were also used to get safety, service, and cost information to consumers.

ComfortSystems' promotional activities and public awareness messages informed residents about ComfortSystems' services and reinforced our customer's preference for natural gas. In 2007 this resulted in 280 new and replacement services being installed. That represents about \$280,000 in new annual revenue to the utility.

ComfortSystems was active in the Head of the Lakes Blue Flame Gas Committee of the Minnesota Blue Flame Gas Association. The committee is made up of representatives from six natural gas utilities in the northland. In 2007 the group leveraged funds to put out safety and public service messages in the Northland to inform the public about gas leak safety, meter and regulators, and pipeline safety. The group established a pipeline safety message effectiveness baseline as called for in RP1162. The HOL Blue Flame sponsored events for HVAC contractors, engineers, architects, and appliance dealers, and sponsored a speaker and a booth at the 2006 Energy Design Conference.

ComfortSystems was a major sponsor of the 2006 Energy Design Conference held at the DECC. It helped procure the presentations of several speakers at the conference. ComfortSystems and the Hearth Association co-sponsored Paul Stegmeier's presentation at the Energy Design Conference. ComfortSystems and the HOL Blue Flame Gas Association co-sponsored Jim Crist's presentation at the conference.

ComfortSystems co-sponsored HOL Dinner Meeting in Superior went well. Approximately 50 Consulting Engineers, Architects, and HVAC Contractors attended the dinner meeting and program.

Public Works and Utilities/ComfortSystems had an information booth at the 2007 Arrowhead Home Show. The booth showcased our Stormwater Utility and Inflow & Infiltration programs. Our Customer Service programs, Energy Conservation programs, and the benefits of natural gas were promoted at the booth to over 100,000 people at the show.

ComfortSystems made presentations about energy conservation, utility bills, utility costs, department programs, and services to the Salvation Army's Home Buyer's Class and Personal Budgeting Seminars in 2006.

ComfortSystems provided 12 customers with an executive account manager. This single point of contact made doing business with the department simpler.

ComfortSystems selected a consultant to perform a cost of service study on the water utility. Then led a project team including municipal customers to develop rate recommendations that were presented to the City Council for approval.

ComfortSystems was a co-sponsor of the Energy Awareness Expo held at the Salvation Army in Duluth.

ComfortSystems created and distributed scratch & sniff safety brochure to customers and coordinated dissemination of safety messages with other regional utilities and the HOL Blue Flame.

ComfortSystems coordinated and co-sponsored the "Save Energy Share Warmth" event to sell high efficiency lighting items to raise money for winter fuel assistance programs.

ComfortSystems promoted conservation at its booth in the Lake Superior Energy Fair.

ComfortSystems mailed out the Department's gas transmission line safety brochure to customers living near the line.

ComfortSystems represented and enrolled Public Works and Utilities in the Minnesota Pipeline Association's "Community Awareness and Emergency Response" (CAER) group to meet RP1162 requirements for emergency responder education.

ComfortSystems prepared press releases about natural gas prices and conservation measures and provided interviews to TV, radio, and newspaper reporters.

ComfortSystems' maintained and updated the department's customer service and natural gas website in 2007.

ComfortSystems continued working with its public awareness agency, Carlson Media, in 2007.

Below is a list of Customer Service Division accomplishments for 2007.

Water meters tested: 2,254

Gas meters tested: 3,200

Meter Truck work orders completed: 12,755

Service work orders completed: 8,194

Applications processed for utility service: 4,880

Statements billed out and mailed: 372,000

Completed replacement of the electrical switchgear for the #1 Pumps at the Lakewood Pump Station.

Completed the recoating project at the City of Duluth's Proctor Water Tower.

Along with AE2S, completed a new water rate study.

Completed the evaluation of the current SCADA facilities for all utilities in preparation for a new consolidated SCADA system to be installed in 2008.

Pumped and treated approx. 6.4 billion gallons of water in 2007.

Signed new contracts for additional pipeline and gas storage capacity on Transcanada Pipelines starting in 2008 to provide lower cost natural gas during the winter months.

Purchased approx. 4.884 billion cubic feet (bcf) of natural gas in 2007.

Raised Aerial Lift Bridge over 5818 times, providing passage for over 9435 vessels.

Raised Pedestrian Lift Bridge 2406 times between May 1 and October 20.

Commenced/completed utility and street extensions to serve various residential and commercial developments - including Coffee Creek and Hawk Ridge Estates Phase II.

Completed reconditioning of 14th Ave E, from London Rd to Third Street; 27th Ave W, from Michigan Street to First Street; and W Michigan Street, from Carlton Street to 21st Ave W.

Completed rehabilitation of W 10th Street Bridge over Miller Creek.

Completed construction of Helberg Drive, from Port Terminal Drive to Garfield Avenue.

Commenced the realignment of Airport Road to a new intersection at TH53.

Commenced construction of the Lakewalk East Extension, Phase 1, from 26th Avenue East to 36th Avenue East.

Completed the 2007 tree planting project.

Installed 100 new parking meters at various locations.

Completed two neighborhood Street Improvement Program (SIP) projects - involving approximately 1.83 miles of residential streets and including water, sanitary sewer, storm sewer and street improvements.

Commenced reconstruction of Bridges L8501/69671 on Seven Bridges Road, and 88451/69672 on Skyline Parkway, over Amity Creek.

Installed new loop detectors at six intersections, installed 28 new electronic controllers, four new cabinets/controller systems, and one new cabinet/camera system. Reviewed and modified all downtown and east hillside signal system timing for better system efficiencies.

Inspected 69 bridges (all that were due for 2007).

Repaired 266 utility patches in the roadway.

Filled cracks on over 24 miles of streets.

Replaced over 9,900 square feet of sidewalk.

Issued 97 traffic orders for new signs and pavement markings.

Participated in various internal and external planning groups relative to transportation and utility infrastructure, including but not limited to:

- City Engineers Association of Minnesota (CEAM).
-
- Mn/DOT NE MN Area Transportation Partnership (ATP).
-

Mn/DOT Rules Advisory Committee.

- Metropolitan Interstate Committee - Transportation Advisory Committee (MIC-TAC).
- Duluth Heights Traffic Circulation Study
- London Road Corridor Study
- Endion Area Transportation Study
- Woodland Avenue Corridor/UMD Area Transportation Study
- Northland Advanced Transportation Systems Research Laboratory (NATSRL) Advisory Panel
- City's Development Review Committee.
- Special Assessment Board
- City of Duluth's Parking Commission

The budget office completed a study, produced a report, and made recommendations concerning the disposal of surplus goods using various on-line options for all departments, but most especially the Police Department.

Completed phase one of an organizational development effort which was comprised of a functions and city services inventory.

Completed the updated cost allocation plan.

Developed a new PC-based program for current year expenditure and revenue forecasting using downloads from the NWS financial system.

Implemented a consistent and achievable schedule for inspecting residential parcels (both improved and unimproved). State law requires that the assessor physically inspect all taxable parcels once every five years; however, with only four residential appraisers available, we hope to achieve a once-every-seven-year cycle. With the remaining two commercial/apartment appraisers, we will not be able to achieve a seven-year cycle for income-producing properties.

Converted to a new computer-assisted mass appraisal system—the Minnesota Counties Information Systems (MCIS) tax system, the same system used by St. Louis County's treasurer, auditor, and assessor. Using the same files, valuation tables and administrative tools as the county assessor allows sharing of data and reduces replication of preparations for yearly reassessments and the subsequent audit reports to the Department of Revenue. This has improved equity in valuation of similar properties and expenses have been reduced by economies of scale.

Issued more than 3800 billings for delinquent garbage fees and other unpaid assessments, as well as the annual assessments for the Downtown Special Services District.

Established an electronic tracking file using MCIS, which now provides an "issues" file that allows the user to electronically describe, assign to a responsible party, store, query, and track activities that need to be

accomplished. Currently abatements, new construction inspections, incomplete construction projects, condemnations, and classification changes are being tracked.

Worked with MIS to re-map the City Assessor's web site to match the County's AS400 mainframe, and to re-establish the City Assessor's web site..

Met the June 30, 2007 submission deadline, and received an unqualified independent auditor's report on the City's 2006 comprehensive annual financial report (CAFR)

Received a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officer's Association of the United States and Canada (GFOA).

Established and partially funded the OPEB Trust invested with the State Board of Investment through the Public Employees Retirement Association.

Completed the renovation of the office space used by Auditor's, Payroll and Budget staff.

Established a new Parking Enterprise Fund to account for parking related revenues and expenses.

Organized all 2007 requisitions received in December 2006 according to:

- on a State of Minnesota Contract
- another entity the City of Duluth has a Joint Powers Agreement with
- had remaining years left from a previous bid and could be processed
- could be done by simplified (informal) bids.
- required official (formal) sealed bids
- projects that could be done by Engineer or Architect offices
- departments had provided quotes with the requisitions

This allowed PO processing and bid procedures to begin immediately and obtain Council approval as soon as the 2007 budget was approved

Processed requisitions expeditiously and insured departments received goods and supplies in a timely fashion.

Started an open door policy for vendors and department users; made sure all phone calls and e-mails from the same were returned and/or responded to.

Held sessions with various departments to explain purchasing rules and processes, and described ways to expedite what was needed.

Successfully processed several complicated RFP's and official bids.

Created the necessary liquidity within the City's Pooled Portfolio and the CIT Portfolio in order to transfer \$13.7 million to the City's Irrevocable Trust for OPEB liabilities held by the State Board of Investment (SBI) before year-end.

Began the process of creating additional liquidity within the CIT Portfolio in order to start the redirection of CIT investments to the SBI in 2008.

Implemented the steps necessary to allow the Fond du Luth Casino to assume management of the daily operations at the Fond du Luth Parking Ramp effective January 1, 2008.

Implemented the utilization of prepaid parking meter keys at keyed parking meters.

Absorbed a 40% short-term reduction of staff by realigning and prioritizing job assignments and tasks.

Reviewed and implemented changes to the credit card classifications with Visa and Master Card across City and Authority functions to reduce credit card processing costs.

The Duluth Public Library maintained its open hours (6 days per week during the school year at three locations) as long as possible, until mid-November, in the face of a rapidly declining amount of staff. Following many staff retirements over the past two years, the remaining employees have made a tremendous effort to continue to provide as much service to the public as possible. Behind-the-scenes work fell behind schedule or was eliminated as employees worked to cover the public service desks. By December 2007, seventeen positions at the Library were unfilled and there were only half the number of staff there was in 1997.

The Duluth Public Library's website recorded over 350,000 visits during 2007 and the homepage registered its one-millionth hit in mid-December. Many Duluthians are turning to the website as one of their primary sources of information. Subscription database resources provide access to online information and research that is unavailable to people surfing the Internet. Book-related newsletters and lists help people select interesting reading material from the thousands of books published each year. Information about library programs and other events help busy citizens plan their schedules. Electronic newsletters with details of books and fingerplays used in the Library's preschool storytimes allow parents to recreate the storytime experience at home with their children.

The Library began offering the ability for customers to download audiobooks to their home computer and MP3 players. A library card provides access to the catalog of available titles and free digital media software. Audiobooks may then be downloaded to home computers, uploaded to MP3 players and some titles may even be burned to disk. After two weeks, the books are automatically "returned" to the Library. This service is provided by the Duluth Public Library and the Arrowhead Library System.

The Duluth Library Foundation funded subscriptions to three new online database resources: Health and Wellness Resource Center, Minnesota Legal Forms and Chilton's automotive repair database. All three are accessible from the Library buildings and also from home with a Duluth Public Library card.

Reference librarians answered over 2500 questions via email during 2007. The answers to many of the questions included scanned images of historical documents, obituaries and slides.

Three new blogs were added to the Library website. For Your Consideration @ Duluth gives library staff recommendations for books, music and movies. A Youth Services librarian and graphic novel expert keeps readers up to date with Manga & Graphic Novels @ Duluth. Teens @ Duluth provides teens with a place to talk about books, music and movies.

Express check machines were installed at the Main Library and the West Duluth Branch Library, allowing library users to quickly check out their own materials. At the Main Library, new shelves were installed near the checkout area for reserved materials, allowing people to pick up their own holds.

The 2007 Kaleidoscope series of free outdoor programs for children held at the Main Library was a resounding success. Attendance for the four weekly July and August programs (8 performances) was 4,386, the first time daily attendance for each of the four days topped 1000. Kaleidoscope programs were entirely sponsored by the Friends of the Duluth Public Library, the Port of Duluth Kiwanis Club and audience donations. The Kiwanis donated a new, portable supply cart to the program and also provided volunteer support at every performance.

Regular Storytimes (Baby and Toddler Times for birth to 36 months, Preschool Storytimes for age 2-5, and Family Storytime for age 2 and up) were held at the Main Library and the Mt. Royal and West Duluth branches as part of the Library's involvement in early literacy development. Baby and Toddler Time (for birth to 36 months) is increasing at all locations, with average weekly attendance of 42 children and parents at the Main Library, an increase of 33% over 2006! A second weekly Baby and Toddler Time will be added as soon as possible. Attendance at the Preschool Storytime at Main has almost doubled since

2006, with an average of 20 children ages 3-5. Branch library storytime attendance is also showing an increase.

The Library's summer reading programs, *Go Bananas at your library* (for kids through grade 6) and *Go Wild at your library* (for teens grades 7-12), invited kids and teens to track the amount of time they spent reading. A record-setting total of 7378 hours of reading was set, as teens reported 2135 hours and kids reported 5241. Illustrations for this collaborative statewide theme were drawn by Minnesota author/illustrator Derek Anderson.

In addition to the Summer Reading Program and storytimes, special projects by the Library's Youth Services Division included the Winter Reading Program, Summer Writing Workshops, Teen Read Month programming, and presentations to classes and community groups.

The Library sponsored the sixth annual One Book, One Community reading project, focusing on *The Joy Luck Club* by Amy Tan. Thousands of readers throughout northern Minnesota participated by reading the book and attending a variety of events and book discussions. Programs ranged from a kickoff celebration with Asian Lion Dancers at the Tweed Museum to a screening of the popular film based on the novel to mah-jong lessons at a local bookstore. The Library's partners in the project included the Duluth Library Foundation, the Arrowhead Reading Council, Barnes & Noble, Northern Lights Books and Gifts, and J. W. Beecroft Books & Coffee.

A loyal following attended eight film screenings at the Main Library. IFilms – independent, award-winning foreign films – were shown on various Saturdays throughout the year. DVDs of the films were available for checkout after the public screenings.

A reference librarian and a local genealogist taught Duluthians how to use two of the Library's subscription genealogy resources: Ancestry.com and HeritageQuest. The classes were well-attended and statistics show an increase in the use of these resources.

The Duluth Public Library installed the Sorenson Relay videophone, which makes it possible for deaf, hard-of-hearing and hearing individuals to easily communicate with each other using sign language over the videophone Internet relay. All customers need to use this service is the videophone number of the person they wish to call or the number of the Sorenson Video Relay Service. This equipment was designed to work seamlessly with the Sorenson Video Relay Service (VRS) and is very easy to use.

The Main Library's 2nd floor Information area has a new lighted display case to showcase items from each of Duluth's four Sister Cities.

The Main Library's Computer Lab was used by The Center for Independent Living for a series of classes for people with physical and mental disabilities. The classes focused on basic computer operation, word processing, an introduction to the Internet, how to use email, etc. The Lab was also used by the Arrowhead Area Agency on Aging for a Senior Surf Day, showing interested seniors how to use the Internet and presenting a variety of senior-related websites.

C-SPAN2's Book TV Bus stopped at the Duluth Public Library on July 20, continuing its nationwide tour of local libraries, bookstores and literary festivals. This mobile television studio and media demonstration center promotes awareness of Book TV's unique nonfiction book programming that airs every weekend on cable televisions' C-SPAN2. Members of the public toured its state-of-the-art studio set, learned how television shows are produced on board, viewed clips of authors featured on Book TV and signed up for programming alerts.

The Friends of the Duluth Public Library, the Duluth Library Foundation, the Arrowhead Library System and many other community organizations and businesses support library programming for children and teens. During 2007, collaborative services or programs included those with the following organizations and others: Arrowhead Reading Council, Delta Kappa Gamma – Beta Chapter, Duluth Children's Museum, Duluth ECFE and Head Start programs, Duluth Public Schools, Minnesota Humanities Center,

Northland Foundation, Port of Duluth Kiwanis Club, Rolling Readers, St. Luke's and SMDC Hospitals, United Way, YMCA.

The City of Duluth Human Rights Office supports the efforts of the Commission on Disabilities, The Human Rights Commission and performs the functions of the Equal Opportunity Representative.

Office highlights during 2007:

Skywalk accessibility - power assisted skywalk doors that had presented barriers for people with disabilities for over ten years by coordinating the efforts of the Mayor, City Architect, building maintenance and private building owners.

Minnesota Human Rights Act - provided a community resource and referral, investigated complaints, provided mediation, networked with Directors of other Human Rights agencies in MN,

With Human Resources provided new employee orientation with presentations on workplace policies dealing with disabilities, violence and sexual harassment. Emphasis placed on City's strong commitment to a safe, respectful, productive workplace and respectful customer service.

Federal Fair Housing Act -Continued with the capacity building plan to complete the partnership requirements to become a Fair Housing Assistance Program Agency. The local administration of the Fair Housing Act will make sure all Duluthians have equal access to the housing of their choice now and in the future. Completed the required, five week basic investigator training, worked with private industry, fair-housing and community advocates on the promotion of voluntary fair housing compliance, investigated violations of Act,

Police / Community Civilian Review Board -continued participation with community groups seeking information to identify a trust building process for citizens and police.

Joined other groups in forming an Anti-Racism Community Collaborative. Building information sharing, community and government trusting partnerships to identify, inform and then work to eliminate Duluth's historical, racial inequities* in poverty, education, unemployment, homelessness, criminal justice system involvement,

Participated with Community Action Duluth in The Blue Print to End Poverty in Duluth. "Poverty* is not a natural phenomenon, poverty is man made, poverty is then not just poverty but discrimination" Nelson Mandela.

With Human Resources worked to expand city employment recruitment efforts in diverse communities, worked to establish a new entry level Civil Service Classification,

Provided accessibility input with builders on Heritage Sports Center, Hope IV Project and Park Department trails and playgrounds. Provided outreach and education at Cultural Festival, Health and Human Service Conference, Pride Festival, UMD forum on Disability and Transportation barriers in Duluth, performed site inspections and recommendations of accessibility parking applications.