

Saint Louis
COUNTY

MISSOURI



ANNUAL REPORT
2019

INDEX

06

Rebuilding Trust
in St. Louis County
Government

Accountability
Ethical Standards
Transparency
Citizen Leadership

12

Making Government
Work for Everyone

Customer-Friendly Government
Operational Effectiveness
Cost Savings and New Efficiencies
Collaboration
Being a Responsible Employer

20

Addressing Our Region's
Challenges

Crime Reduction and Public Safety
Jobs and Economic Development
Racial and Gender Equity
Economic and Social Justice
Rebuilding Infrastructure
Criminal Justice Reform
Justice Center Reform
Protecting Animals

FEATURES

Learning by Listening

INSERT 2019 Employee Engagement
Findings Report

Profiles in County Service

- 14** Carol Flood, ADA Coordinator
- 17** Daphne Jenkins, Imaging Services
- 27** Shannon Koenig, Deputy Director,
Human Services
- 34** Kristen Sorth, Library Director

St. Louis County At-a-Glance

- 09** Boards and Commissions
- 15** New Directors
- 31** PDMP
- 35** Animal Care and Control





Dear friends,

My first months as St. Louis County Executive passed quickly. They were marked by hard work and long hours as we worked toward getting St. Louis County pointed in the right direction.

We enlisted the help of the excellent people who work for us – County employees remain our strongest asset. They are partners in our effort to restore the trust in County government. We devoted energy to building collaborative relationships with our municipalities, community leaders, and the County Council.

With your help, we made government more effective and equitable: closing ethical loopholes, increasing transparency, strengthening accountability, and raising standards.

As detailed in this report, our efforts in 2019 made St. Louis County better. We made strides to keep residents healthier. To ensure that all our neighbors have access to safe, and affordable housing. And to make the day-to-day operations of County government more efficient and customer friendly.

We are off to a good start. I am proud of what we have started and am looking forward with renewed optimism for what we can still accomplish together. We have a lot of work left to do.

It will take time and enormous effort. I ask for your support in 2020 as we continue to rebuild trust, make government work better for everyone and tackle the biggest problems we face as a region.

Sincerely,

A handwritten signature in black ink that reads "Sam Page". The signature is written in a cursive, flowing style.

Sam Page
County Executive

Restoring Trust in St. Louis County Government

Everything starts with trust.

The top priority of this administration is restoring trust between the public and their government.

To rebuild trust, we must hold ourselves accountable, establish high ethical standards, and be transparent, open, and honest in communicating with you, St. Louis County residents.

ACCOUNTABILITY

ENCOURAGED WHISTLEBLOWERS:

From the beginning of this administration, we have been committed to honesty and accountability. To ensure that “pay-to-play” no longer has a place in County government, I asked our employees to let us if they are aware of anyone participating in corruption or profiting illegally from their position. I also established a committee consisting of the County Counselor, the Director of Administration, and the Executive Director of Operations to review and investigate whistleblower tips.

EXPOSED CORRUPTION:

This administration turns over any suspected corruption to the United States Attorney immediately upon learning of the information. What was best practice in the past is now explicit policy.

REVISITED DEALS:

Campaign contributors are consistently scrutinized to evaluate whether we can get a better deal for taxpayers. Contributions to anyone in County government should not merit a bloated government contract. For example, we have engaged in a dialogue with the developers of the former Northwest Plaza shopping mall, who entered a lease with County government that costs taxpayers tens of millions of dollars more than it should. We are identifying and investigating several other incidents to make sure people are held accountable for corruption.

APPOINTED FEDERAL PROSECUTOR AS COUNTY COUNSELOR:

We have also prioritized internal legal accountability. Beth Orwick, a former Assistant United States Attorney, has been brought on as County Counselor. She leads our internal legal team and compliance activities. This is an additional, proactive check on both our administration and County government.

CANCELED PENSIONS FOR CRIMINAL POLITICIANS:

Elected officials earn their office through the public’s trusts. Officials who commit a crime in office have betrayed the public they took an oath to serve. We passed legislation to prevent an elected official from collecting a County pension if he or she is convicted of a felony committed while serving in their official role. Those who commit serious crimes in office should not enjoy a public pension.

ETHICAL STANDARDS

ESTABLISHED ETHICAL COMPLIANCE AS A FOUNDATIONAL VALUE:

Early in this administration, we articulated guiding principles that our County departments were to follow. These foundational values included high ethical standards as a foundation of our work.

STAMPED OUT PAY-TO-PLAY POLITICS:

All employees know that our administration will not consider campaign contributions when making decisions about County government, grants, or contracts.

ENDED NO-WORK POLITICAL HIRES:

This administration expects all employees, regardless of “merit” or “non-merit” appointment classification, to put in an honest day’s work and be held to a high standard of professionalism. We require appointed employees to work a full work week and to have job descriptions and assigned duties. A political appointment is no longer an excuse for lackluster job performance. This administration further cut off political interference in employment by ending the insider process for civil service merit positions and, with it, the potential to abuse the civil service system.

DIVERSITY ON BOARDS AND COMMISSIONS REPRESENTATIVE OF OUR REGION

The Page Administration has focused on placing individuals on St. Louis County Boards and Commissions who more accurately represent the diversity of voices and experiences that make our region great.

55% MALE
44% FEMALE

21% AFRICAN-AMERICAN
4% HISPANIC
3% ASIAN

These numbers* are a first step and we look forward to continuing to make County government even more inclusive.

ENACTED THE 'CONE OF SILENCE' ORDINANCE:

We formalized legislation that bans vendors or their representatives from contacting County officials during the bidding process for government contracts. The bidding process can be extremely competitive and had been vulnerable to backroom deals that were not in the taxpayers' best interests. A "cone of silence" safeguards the integrity and transparency of the County procurement and contracting process. It also shields County workers from being subjected to undue influence and prevents unfair advantages during the bidding process.

OVERSAW REFORMS TO ECONOMIC DEVELOPMENT ENTITIES:

The St. Louis Economic Development Partnership, the St. Louis County Port Authority, and other County development agencies have been plagued by scandal and lack of oversight. This administration strongly encouraged both the Partnership and the Port Authority to evaluate and improve their processes. Both have implemented new policies to improve operations, ensure checks and balances, and protect public funds from corruption. This administration appointed a group of respected business leaders to oversee the Partnership and released the County Executive's office from unilaterally controlling the Port Authority to further remove avenues for potential or perceived unethical decisions.

BOARDS AND COMMISSIONS

FILLED VACANT AND EXPIRED SEATS ON BOARDS AND COMMISSIONS:

St. Louis County has more than 80 boards that contain 500+ seats. Of those 500 positions, nearly half were serving on expired terms in 2019, while another 100 sat vacant. Since then, more than 160 individuals have been appointed to the County's boards and commissions and 118 of the vacant and expired seats now have new people. The process has been intentionally thoughtful and deliberate – this administration is focused on placing people in roles where they can do good and be truly representative of the County. We want only the right people. People with high ethical standards. It is an ongoing process, but one where we are pleased with the results so far.

**based on available self-reporting*

TRANSPARENCY

INITIATED AN AUDIT OF COUNTY GOVERNMENT:

One of the first things we did after taking office was to request a full State audit of County processes. We needed to know what we were taking on as an administration, the good and the bad. We requested State Auditor Nicole Galloway audit County government State Auditor Nicole Galloway audit County government, the St. Louis Economic Development Partnership and the St. Louis County Port Authority.

CALLED FOR OPEN GOVERNMENT:

An inter-departmental Open Government Advisory Group was formed to buildout an open data portal and an open data policy. In addition, this group created a code of ethics for all County employees, established a zero-tolerance policy for failure to report corruption, and implemented policy to favor disclosure regarding Sunshine Law.

MADE PUBLIC RECORDS ACCESSIBLE:

In an effort toward transparency as well as to provide a better resource for County residents, we made more public documents available online than ever before, including department policies and procedures. This process began with the Department of Justice Services and the Department of Public Health. And in 2020, we will add an attorney focused on the Sunshine Law. This attorney will keep the County up to date on new developments in the Sunshine Law, provide trainings on the Sunshine Law, and aid County departments in completing Sunshine requests.

BEGAN LIVESTREAMING COUNTY COUNCIL MEETINGS:

We added a way to view County Council meetings even when people cannot attend in person. County Information Technology staff worked with the County Council to arrange for the livestreaming of all County Council meetings. The public may access these presentations through our County website or via

our YouTube channel. As we move through 2020, we hope to have even more accessible options for virtual public participation.

“We are serious about good government in St. Louis County. What we’re doing sets the standard both for now and for future leaders of the County.”

County Executive Sam Page, September 17, 2019

OFFERED COUNTY EXECUTIVE REPORTS TO THE PUBLIC:

Videos of the Reports of the County Executive at County Council meetings are also available to the public on the County’s website. The public will now know what we’ve been working on each week. It’s a great way that we can “show our work” as well as encourage more civic involvement from residents.

CLOSED OFF-THE-BOOKS SLUSH FUNDS:

Sometimes politicians maintain a private bank account that serve as an unmonitored, unchecked slush fund with no way to track spending from the account. This administration doesn’t believe that’s good policy or precedent, so we closed the loophole that had allowed some in the past to exploit it for their own gain. After closing this account, we returned the money to the County’s general fund and asked Missouri Auditor Nicole Galloway to examine it as part of her audit.

HOSTED POLICE POLICIES AND PROCEDURES ON NEW WEBSITE:

All non-sensitive or restricted-access policies and procedures in the Police Department are available to the public at no cost online through a newly-rebuilt, user-friendly website. The website also provides easy

access to annual reports, frequently asked questions, and portals to initiate complaints or to commend officers.

FIRST FINANCIAL TRANSPARENCY REPORT:

We released St. Louis County's first comprehensive Financial Transparency Report. The report details County budget expenditures and revenues alongside an accessible breakdown of County sales taxes and their applications. Historically, County fiscal information was difficult for a layperson to decipher and we wanted to provide something approachable for every taxpayer. The Financial Transparency Report was designed to make County finances easier to understand across the board.

Making Government Work Better for Everyone

We can bring improvements to the County because of the connections we foster. We aren't building walls; we are building bridges.

County government works when the County Executive works with County Council.

We are also prioritizing collaboration with the municipalities of St. Louis County and meeting regularly with leadership from the City of St. Louis to find ways to improve our entire region.

CUSTOMER-FRIENDLY GOVERNMENT

CREATED EPIC CHANGE:

The newly formed Enterprise-wide Process Improvement Committee (EPIC) will be digging into processes and government systems to evaluate areas for improvement. Several initiatives and streamlined processes have already been identified and implemented – such as a new County website, policy updates, and the process of business permits. We look forward to more ways our EPIC group will help make St. Louis County government better for everyone as we move forward.

ENACTED MUNICIPAL COURT REFORMS:

Our municipal courts now have dockets so defendants in County custody can be seen by a judge within 48 hours. At this administration's urging, the Council sought legislation to bring the County Municipal Court operations into better alignment with the state's Show-Me Courts plan. Show-Me Courts is a record and case management automation software with the goal of delivering evolving, efficient, flexible, reliable, responsive, intuitive and user-friendly service.

REDUCED CUSTOMER WAIT TIMES:

We know our residents' time is valuable and we want to do our best to ensure that a stop at County government offices doesn't feel like a chore. We observed that many residents experienced overlong waits at the Recorder of Deeds. The administration requested an appropriation authorizing renovations at the Recorder of Deeds' Office designed to reduce customer wait times, provide more convenient service, and ensure the facilities are wheelchair accessible.

IMPROVED A COUNTY TRADITION IN WINTER WONDERLAND:

In response to how people engage with information in the digital age, the Parks Department moved to a new mobile-friendly Winter Wonderland website and transferred ticket sales to MetroTix. This



We have a duty to ensure that everything we do and offer at St. Louis County is accessible to everyone.

As our lives are increasingly online, ADA requirements ensure our physical and digital spaces are approachable and accessible for people with a variety of needs.

We strive to go beyond the minimum requirements so every County resident can be an active participant.

Carol Flood

ADA Coordinator, Administration

change led to a smoother ticket purchasing experience for visitors and more readily available information about the event.

ESTABLISHED ST. LOUIS COUNTY'S AMERICANS WITH DISABILITIES COMPLIANCE COORDINATOR:

To better serve every County resident, our administration believes in being intentional and inclusive in every aspect of our work. Carol Flood was installed as the County's new, full-time ADA Coordinator and we directed each department to designate an ADA representative to work with her. From government buildings, internal operations, and even our upcoming new County website, we are evaluating all County processes to ensure individuals with a variety of different needs have access to all County programs, services, activities, facilities and employment.

EASED FINANCIAL BURDEN ON FLOOD SURVIVORS:

As the spring and summer floods ebbed, we acted to ease the impact on residents whose properties were damaged. The County waived permit fees related to flood recovery work — fees that can amount to hundreds of dollars in savings for individual property owners.

PROTECTED FLOOD SURVIVORS FROM UNSCRUPULOUS CONTRACTORS:

To address the threat of unscrupulous repair firms, the County also registered (and continues to register) contractors who want to perform flood recovery work. Our contractor registration program aims to give homeowners peace of mind.

EXTENDED DEADLINE FOR ASSESSMENT APPEALS:

Many St. Louis County residents were disappointed and surprised to see their property assessments rise at historic rates based on data that they found inapplicable or insufficient. We want to be transparent about the process so that residents feel heard and empowered. To ensure every resident had the opportunity to appeal their assessment, we required the Board of Equalization to extend the deadline for assessment appeals.

NEW DIRECTORS

A number of new faces are leading County Departments.

TOM OTT is the County's new Director of Parks and Recreation. Ott was a dedicated Parks and Recreation employee for the past 32 years.

QUENTIN WILSON, a Distinguished Practitioner in Residence at the Trachtenberg School of Public Policy at The George Washington University, is now the County's Director of Revenue.

TOD MARTIN former deputy chief of staff for U.S. Senator Claire McCaskill became the new Director of Administration.

DEANNA VENKER was appointed as the new Director of Transportation and Public Works. Venker previously worked as the Commissioner of Traffic for the City of St. Louis.

RAUL BANASCO after serving as jail administrator in Fort Worth and San Antonio, Texas county jails, joined St. Louis County as the Director of Justice Services. In 2016, the American Jail Association named Banasco the Jail Administrator of the Year.

EXPANDED ACCEPTANCE OF CREDIT CARDS FOR PAYING COUNTY FEES:

Our administration has requested that the County Council approve an expansion to methods by which residents can pay County fees. This included improving data security and expanding our credit card payment processing services. We believe it is important to provide options that allow residents to decide the payment method that works for them knowing their privacy and data remains protected.

OPERATIONAL EFFECTIVENESS

STRENGTHENED BEST PRACTICES AND QUALITY IMPROVEMENT:

Many industries have well-established quality improvement processes to assess operational and performance. In the public sector, quality improvement is often overlooked, and it shouldn't be. Department directors were asked to study industry best practices in the public and private sectors to determine which practices could be applied in our work for County government. The study of private-sector best practices has already helped us improve the way we deliver healthcare to people in our custody at the Justice Center .

ENCOURAGED USE OF SMART METRICS TO MEASURE SUCCESS:

Departmental management and employees are continuously evaluating and improving performance. In order to make sure those improvements are long-lasting and successful, we have asked for SMART goals – metrics that are Specific, Measurable, Attainable, Relevant, and Time-Bound. These guides will provide objective and sustainable results.

CREATED THE DIVISION OF PERFORMANCE MANAGEMENT AND BUDGET:

This administration encouraged the creation of a new Division of Performance Management and Budget to help the County strategize budgets. This addition is in line with organizational and industry best practices across the country and among St. Louis County's peer county governments.

ESTABLISHED BUDGETARY DISCIPLINE AND IMPROVED OPERATIONAL EFFICIENCY:

This administration believes in prioritizing responsible budget management. The internal processes each Department follows ensure that the County can keep our books in the black. Each Director was asked to identify how we could reduce administrative costs by 5% without cutting services, asking too much of employees, or undermining important programs.

Although outside agencies significantly increased their budgets over the past year, we were still able to achieve as close to a zero-growth operating budget as possible. In fact, the annual operating budget we proposed for 2020 limits general fund cost increases to less than 0.1%. And were it not for the additional \$2.7 million increase in funding requested by the Board of Elections because 2020 is a presidential election year, our general fund costs would have been reduced by about three million dollars.

CONDUCTED THE FIRST EMPLOYEE SURVEY AND ENGAGEMENT:

We conducted the first full survey of County employees in history. This leading-by-listening approach is informing our strategic planning process and helping us understand better how we can attract and retain the most talented employees in the region. [See Leading by Listening insert]

IMPROVED POLICE PROCESSES AND DATA REPORTING LED TO ACCREDITATION:

In recognition of the County Police Department Crime Scene and Fingerprint Units meeting or exceeding specific high standards, the units received the coveted International Organization for Standardization ("ISO") accreditation.

Additionally, the County Police Department switched to the National Incident-Based Reporting System ("NIBRS"). With NIBRS data, analysts can generate state and national statistics that are not available using the traditional Summary Reporting System data. The NIBRS provides a more comprehensive view of crime and offers greater flexibility in data compilation and analysis.

ESTABLISHED THE COUNTY GRANT GROUP:

Our Department of Administration established a "Grant Group" that meets monthly to discuss standardized grant policies and practices, current events, and to obtain specialized grant training. This intra-departmental effort has resulted in the development of a standardized process that has streamlined our application program.



A lot of what we do in the County is work that the public may not see, but it results in information and assets that directly benefit the community for years to come.

We digitized nearly two million documents, some more than a century old.

For me, it felt like I was a witness to history, getting to know St. Louis County as it was, knowing it will help future generations learn their own history.

Daphne Jenkins
Imaging Services Technician,
Record Center

SECURED GRANTS AND DONATIONS TO INCREASE COUNTY SERVICES:

Our administration secured \$28 million in direct grants and donations of funding and equipment.

These acquisitions have enhanced critical County services across the board, equipping our Police, Human Services, Courts, Public Works, Parks, and Public Health departments with necessary tools and resources with no additional expense to County taxpayers.

DIGITIZED RECORDS DATING TO 1877:

The Recorder's office, in conjunction with the Department of Administration's Record Center, completed the digitization of approximately 6.1 million images of recorded marriage licenses and deeds ranging back to 1877. As indexing of these digital records continues, customers will have easier access to records going back to the year the County split from the City of St. Louis.

IMPROVED INVESTMENT PERFORMANCE:

The County Treasurer maintains a cash and investment pool available for use by all funds, except certain restricted Special Revenue and Agency Funds. In 2019, these investments earned \$13.5 million – a 44% increase over 2018's earnings of \$9.4 million. We are on track to outperform the State of Missouri's average investment performance in 2019 by 10%.

COST-SAVING LED CONVERSIONS:

Conversion to LED lighting in our Parks, Transportation, Justice Center and Police departments resulted in annual savings of \$242,000 and rebates from Ameren UE of \$12,000.

COLLABORATION WITH THE COUNTY COUNCIL

FOCUSED ON REBUILDING THE RELATIONSHIP BETWEEN COUNTY COUNCIL AND COUNTY EXECUTIVE:

We knew that if we wanted to reframe how County government worked, this administration needed to start by repairing the relationship between Council and County Executive offices. One of the first things we did was invite members of the County Council

to meet with Dr. Page and open a dialogue that had been neglected for too long.

The past months have provided many opportunities for collaboration between County Council and County Executive. Council members have been asked to identify candidates to fill vacancies on the County's many boards and commissions. Council members have weighed in on key initiatives, including our efforts to reform the Justice Center, to improve how County government treats our own employees, and to improve economic development opportunities.

IMPROVED COMMUNICATION WITH COUNTY COUNCIL AND THE PUBLIC:

County Executive Page attends regular town hall meetings with members of the Council in their districts. At each of its meetings, the County Council invites the County Executive to provide a report. This administration uses the opportunity to keep the Council and the public informed about the County's business. We have also helped the County Counselor's office to substantially increase communications with Council members.

REGIONAL COLLABORATION

INCREASED COORDINATION WITH GROUPS DEVOTED TO REGIONAL PROGRESS:

We have reached out to groups working to coordinate efforts of municipal governments, community organizations, and school districts. We have met with a group working on the 24:1 Initiative that brings together leaders from two dozen municipalities to work on common interests that transcend municipal boundaries.

POLICE COORDINATION WITH LOCAL, STATE AND FEDERAL AGENCIES:

The County Police Department's relationships with Federal law enforcement agencies, Bi-State/Metro Transit, and police departments across the region and state have never been stronger. The

department investigated 65 homicides in 2019, 49 in unincorporated St. Louis County and 16 in County municipalities. Meanwhile, the department's Crime Laboratory received a total of 14,228 requests for forensics testing, with almost half of them coming from municipal agencies. And the St. Louis Regional Bomb and Arson Unit, a collaboration between the St. Louis County Police Department and the St. Louis Metropolitan Police Department, cooperated on investigations of 256 fires and arsons throughout the area. And on Aug. 24, the department participated in Saturation Saturday with 49 police departments throughout Missouri. On Saturation Saturday, police departments statewide step up their visibility and DWI enforcement.

OPENED LINES OF COMMUNICATION WITH MUNICIPAL LEAGUE:

As we have improved collaboration with the County Council, we have also increased our communication and collaboration with the Municipal League, which represents the municipalities within St. Louis County.

COORDINATED WITH MAYORS AND MUNICIPAL OFFICIALS:

We have met with most of the mayors of St. Louis County's municipalities. Meanwhile, we had joint County Council-County Executive meetings for municipal officials in the 2nd, 3rd, 4th, 5th and 7th Districts, and additional meetings with mayors in the 1st District.

OPENED AND DEEPENED REGIONAL DIALOGUES:

In the City of St. Louis – County Executive Page regularly meets with leaders of the City of St. Louis to discuss ways we can cooperate to improve service to our constituents. We have an open mind about collaboration, and we're looking for ways to make government work better for everyone in the region.

In St. Charles County – We have also met with leadership from St. Charles County to discuss ways we can collaborate. Too often, St. Charles County is ignored in discussions about regional cooperation,

“By showing leadership through our own policies, I hope to encourage other employers to put our region on the map as a good place for women to work and raise a family. Paid family leave is a good start.”

County Executive Sam Page, December 17, 2019

but we are committed to working with them in ways that make sense for St. Louis County residents.

In Jefferson County – Members of this administration have also held meetings with the leaders of Jefferson County, an area seeing strong population growth and burgeoning development.

In Kansas City – In meetings with Kansas City Mayor Sly James and then with its new mayor, Quinton Lucas, we discussed how to improve coordination and communication between the St. Louis and Kansas City regions.

EVALUATION OF POTENTIAL COLLABORATION:

We began evaluating County functions to identify where we could provide services more effectively and efficiently by collaborating with other regional governments. These evaluations will be deliberate and any actions we take will be based on what is best for St. Louis County residents. But we won't be afraid of creatively exploring ways we can serve our constituents more effectively and more efficiently.

BEING A RESPONSIBLE EMPLOYER

PAID FAMILY LEAVE:

This administration implemented the County's first paid parental and caregiver leave policy. This act provides two weeks of paid time off to all employees to care for a new child or a sick family member. A

financial analysis shows that adding paid family leave as an additional benefit of County employment will require minimal out-of-pocket costs. So, with these benefits at low cost to taxpayers, offering paid family leave to County employees is the right thing to do.

REINVESTED IN BENEFITS FOR COUNTY EMPLOYEES:

Making St. Louis County a good place to work is important to creating the kind of government that can provide good service to constituents. So, the administration has reinvested in benefits for County employees, including using existing resources more wisely in order to cover an increase in health insurance costs without raising premiums or co-pays.

EXPANDED PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR COUNTY EMPLOYEES:

The County Counselor's Office developed an in-house continuing legal education program. The office also developed a comprehensive training program for new employees and re-started a long dormant mentor program to increase communication and collaboration.

All other County employees have access to a training and professional development program, LinkedIn Learning, at no cost to them. LinkedIn Learning provides thousands of online courses for hard- and soft-skill training. Access to the courses will greatly reduce the time and cost of travel and training, will provide an equitable approach to employee development, and will standardize training across our enterprise.

Addressing Our Biggest Challenges

St. Louis County is a great place to live, work and raise a family. The County has the largest and most vibrant economy in Missouri.

But too many of our neighbors are not sharing in the prosperity. As the Ferguson Commission report pointed out, "The burdens and the costs of a divided St. Louis fall on all of us, not just some of us."

PUBLIC SAFETY

FUNDED PROJECTS FOR COMMUNITY SAFETY:

The administration obtained a donation to be used for the County's Project Guns Undermine Neighborhood Safety ("Project GUNS") program. The donation was used to purchase meals for Project GUNS participants. Project GUNS increases awareness of the dangers that firearms and knives pose, reduces the chance of a juvenile illegally using a gun or a knife, and reduces the number of gun- and knife-related referrals to the Family Court.

County Council appropriated funds to continue the Family Court's use of GPS monitoring which provides an alternative to juvenile detention by tracking a juvenile's location and movements within the community and reporting that information to the juvenile's Deputy Juvenile Officer. We also obtained a grant from the Annie E. Casey Foundation to fund implementing the Juvenile Detention Alternatives Initiative.

Additional funding was provided for the Police Department's Commercial Motor Vehicle Enforcement Unit, whose officers engage in traffic law enforcement on state and interstate highways in St. Louis County.

We obtained grant funding from East-West Gateway Council of Governments to fund a Critical Infrastructure Coordinator at the St. Louis Fusion Center. This position will help coordinate government and the private sector to detect, defend against, or respond to acts of terrorism.

A \$39,000 grant awarded to our administration will fund training and additional equipment for St. Louis County's forensic scientists, medical examiners and coroners. This grant from the Missouri Department of Public Safety will help the St. Louis County Police Department purchase a field laboratory station.

INVESTED IN LAW ENFORCEMENT EQUIPMENT:

We requested the County Council fund over \$1.1 million in new law enforcement equipment for our Police Department including gas masks, less lethal

munitions, FARO scene software, a bomb response robot, handheld narcotics analyzers, and night vision equipment. We also obtained funding for a forensic scientist, a spectrometer, and new crime lab software.

The administration proposed, and the Council adopted, legislation authorizing the purchase of body cameras for our police officers. Equipping officers with these cameras is essential to improving community and police relations in the St. Louis region. In addition, these cameras also improve situational awareness and officer safety.

PREVENTED DIVERSION OF PROPOSITION P FUNDS:

This administration signed legislation to prevent diversion of Proposition P funds. Under the new law, politicians will have to respect the will of voters by spending Proposition P funds only on police and public safety.

REINVESTING IN SAFETY ON METROLINK:

County Council approved refinancing of Bi-State Development's ("Bi-State") bonds. Bi-State estimates that this action may produce as much as \$40 million in debt service savings. The savings would allow Bi-State to fund additional security upgrades to improve safety on MetroLink.

PROTECTED VICTIMS OF DOMESTIC VIOLENCE:

We obtained an additional \$1 million to extend for three years the Improving Criminal Justice Responses Program. This program promotes collaboration between jurisdictions and victim service providers across our region in order to reduce domestic violence, sexual assault, and stalking. Part of the grant will fund the salary and benefits of two County detectives and two victim advocates for the Crime Victim Advocacy Center.

The County Counselors office established a Domestic Violence Working Group with the aim of improving litigation in this sensitive area.

“More than a third of women will experience violence at the hands of their partner. These women deserve to have somewhere safe to go. At the Weinman Shelter, we are committed to offering a meaningful, trauma-informed safe space for women and children in St. Louis County.”

County Executive Sam Page, December 16, 2019

ADVOCATED FOR CHILDREN:

The administration secured a \$55,000 grant that the County’s Family Court will use to help parents living with substance abuse disorders to reunite with their children and end court involvement.

This administration also authorized a program that will use \$80,000 a year to localize state-required inspections of childcare facilities in St. Louis County. In addition to more effective and efficient inspections, the program provides facility operators with a local point of contact for questions and concerns in order to ensure that childcare services are delivered in a safe environment.

ID FOR NON-VERBAL PEOPLE:

The County Police began issuing color-coded stickers indicating residents who have a disability or impairment. The stickers, intended for display on homes or vehicles, alert officers to potentially impaired or non-verbal persons or those with serious medical conditions who may become non-verbal during times of stress. The program is designed to foster better communications between police and the public.

UTILIZED CUTTING-EDGE TECHNOLOGY AND PARTNERSHIPS TO FIGHT CRIME:

The Police Department acquired three three-dimensional laser scanners that capture millions of points of information and take thousands of photographs, turning them into a three-dimensional image. The laser scanners reduce how long it takes to process a crime scene, saving time and money.

We agreed to let the FBI use the County’s antenna system in the agency’s drug enforcement efforts. Better coordination with our federal law enforcement partners will help reduce drug trafficking in St. Louis County.

We doubled the area covered by ShotSpotter technology in North County to eight square miles. ShotSpotter equipment helps law enforcement identify the location of gun shots and better respond to crime.

OBTAINED FUNDING FOR DRUG COURT SAFETY PROGRAM:

The administration obtained a grant to support the St. Louis County Family Court’s Drug Court Safety Program. The program works in conjunction with community stakeholders toward a common goal of sobriety and responsible parenting.

FUNDED DRUG TRAFFICKING INTELLIGENCE ANALYSTS:

The administration obtained a grant to fund intelligence analysis focused on mitigating drug trafficking across the St. Louis region. The funds are also used for equipment and other needs of the St. Louis County Multi-Jurisdictional Drug Enforcement Task Force, the St. Louis DEA Intelligence Group, the St. Louis DEA Major Investigations and Conspiracy Group, and the St. Louis DEA Regional Intercept Center.

PROVIDED PUBLIC DEFENDERS IN MUNICIPAL COURT:

County Council authorized hiring three attorneys to serve as public defenders in the Municipal Court. These public defenders will defend indigent and

mentally challenged persons who have been charged with County ordinance violations.

PROTECTED THE EMERGENCY COMMUNICATIONS SYSTEM:

We requested the Council adopt legislation to extend the Emergency Telephone Tax, which funds a portion of the County's 9-1-1 emergency telephone service.

INCREASED FIRST-RESPONDER TECHNOLOGY:

This administration proposed legislation that increased first-responder technology, so cell phone signals now extend through all levels of the parking garage below the St. Louis County Circuit Court building and the concourse below the Lawrence K. Roos Building.

FUNDED DRUG TASK FORCE:

The administration partnered with State and Federal law enforcement to secure a \$280,000 grant that the St. Louis County Police Department's Drug Task Force is using to target, apprehend, and prosecute all levels of individuals or groups engaged in illicit drug trafficking. These funds are reducing or preventing the influx of illegal narcotics into our communities.

ECONOMIC DEVELOPMENT

INVESTED IN REGIONAL EMPLOYERS AND GROWTH:

Bayer: Retained 4,000 Jobs, Attracted 500 New Jobs, and Brought \$164 Million in New Investment at Bayer: We scored one of our big wins when Bayer announced that it was bringing 500 new jobs to the County while retaining 4,000 other jobs and investing over \$164 million in the Creve Coeur and Chesterfield facilities. Bayer's dedication to our region is a boon to our community and is a result of collaboration between the State of Missouri, St. Louis County, and the Economic Development Partnership.

Benson Hill: The Council to authorize the issuance of \$80 million in bonds to support an industrial

development project involving Benson Hill Biosystems, Inc. ("BHB"). The BHB facility will be located on about 1.5 acres around the Danforth Plant Science Center campus. BHB intends to retain 85 current, full-time jobs and eventually expand to 300 full-time jobs. As a result of our efforts, BHB did not relocate to North Carolina's Research Triangle.

Leonardo DRS Technologies: Leonardo DRS is a prime contractor, leading technology innovator and supplier of integrated products, services and support to military forces, intelligence agencies and defense contractors worldwide. The expansion of its headquarters in Bridgeton represents a \$32 million investment. The project will create 60 new jobs and retain 237 more.

CTC Genomics: This subsidiary of the Brazilian sugarcane breeding company CTC is establishing its North American headquarters at the Helix Center Biotech Incubator in Creve Coeur. The local office will add 10 jobs.

Bunge: \$70 million and 200 new jobs: The agricultural giant announced in August that it is moving its North American headquarters to Chesterfield and expanding the facility. The \$70 million project will create 200 jobs.

Boeing: In recent months, Boeing has invested an additional \$300 million into its North St. Louis County plant. The company also continues to add quality, high-paying jobs to our region, including about 700 since I took office. Overall, Boeing has added 2,000 jobs to our regional workforce.

Johnson Supply: We requested legislation to provide incentives to grow Johnson Supply, an HVAC supply and training leader. The business is building a \$4 million facility in St. Louis County, which will add about 10 new employees and retain 18 more.

Gateway Bobcat: This Valley Park-based industrial equipment dealer is investing over \$500,000 in a wholesale distribution facility that will create 200 new jobs.

Pfizer: In May, Pfizer opened a \$227 million

state-of-the-art pharmaceutical research and development facility in Chesterfield. With this project, Pfizer retained 557 good-paying jobs, 86 new jobs, and will add about 100 new ones over the next five years. Pfizer's choice of St. Louis County is a testament to our skilled workforce as well as our growing reputation as a center for research in the biopharma, plant science, and information technology fields.

PREVAILING WAGE FOR COUNTY PROJECTS:

The Council enacted an ordinance requiring contractors to pay a prevailing wage on projects where St. Louis County extends tax incentives. Our workforce deserves to earn competitive wages for their work. Requiring contractors to pay a prevailing wage will prevent companies from low-balling proposals the expense of their workers. While prevailing wage requirements may increase the hourly labor costs of incentivized projects, studies show that there is no real impact on the total project cost. In fact, prevailing wage requirements help to keep total costs of projects down, as such policies promote better training and labor productivity and support retention of more highly skilled workers.

CREATED THE POSITION OF PREVAILING WAGE ENFORCEMENT COORDINATOR:

To ensure that the County's prevailing wage ordinance is executed and enforced, County Executive Page issued an executive order establishing a Prevailing Wage Enforcement Coordinator and appointed former County Councilman Pat Dolan to that position. Dolan will conduct systematic reviews to ensure compliance and consistency.

COMPLETED THE LEMAY STREETScape PROJECT:

We completed the Lemay Streetscape Project in South County. We replaced sidewalks, upgraded bus shelters, installed bike racks and built crosswalks accessible under the Americans with Disabilities Act. We also added streetlights and built rain gardens.

RE-ESTABLISHED LEADERSHIP OF THE ECONOMIC DEVELOPMENT PARTNERSHIP:

We appointed new members of the Board of Directors of the St. Louis Economic Development Partnership. The board oversees economic development agencies and promotes business growth throughout the St. Louis region. These new board members know we must restore the Partnership's reputation and attract jobs to St. Louis County. We are confident they will help bring about the change we need and help lead us in a new direction.

SEEKING NEW PROPOSAL TO REDEVELOP JAMESTOWN MALL:

The administration worked with the Port Authority to clean up an area long-ignored as derelict property. Meanwhile, we called for a new request for proposal process that can identify new opportunities to redevelop this North County landmark.

EMPOWERED THE PORT AUTHORITY:

Another institution that needed work was the Port Authority. Shortly after taking office, we resolved the dispute between the two competing Port Authority boards. The resolution empowered the valid Port Authority to reopen for business overseeing the distribution of about \$5 million each year and managing County real estate transactions.

"In St. Louis County, our workforce deserves to earn competitive wages for their work. Requiring contractors to pay a prevailing wage will prevent companies from low-balling proposals at the expense of their workers."

County Executive Sam Page, September 26, 2019

OBTAINED FUNDING FOR WORKFORCE DEVELOPMENT PROGRAMS:

The administration obtained almost \$5 million in additional funding for local workforce development programs aimed at providing training services to youth, adults, and dislocated workers to increase meaningful employment. The Department of Human Services provides these services in partnership with the Family and Workforce Centers of America, the Urban League of Metropolitan St. Louis, and the International Institute of Metropolitan St. Louis.

The administration applied for and won two state grants totaling \$70,000 that our Department of Human Services (“DHS”) Division of Workforce Development will use in support of the DHS SkillUp program. SkillUp is a voluntary program which provides Food Stamp recipients with opportunities to gain skills, training or experience that will improve their ability to attain employment and decrease dependence on public assistance programs.

HELD FIRST-EVER COUNTY VENDOR FAIR:

We held a St. Louis County Vendor Opportunity Fair — the first of its kind for the County — which was held in September at the University of Missouri-St. Louis with the theme “Fostering New Opportunities and Relationships.” The event was hosted by our Office of Diversity, Equity and Inclusion. At the fair, the office’s representatives helped expose local entrepreneurs to potential business opportunities with the County.

HEALTH CARE WORKFORCE DEVELOPMENT:

We worked with St. Louis Community College (“SLCC”) to support the Department of Public Health (“DPH”) in the recruitment, retention and development of a skilled medical assistant (“MA”) workforce. The agreement is part of the DPH’s larger goal of engaging in and supporting workforce development in the field of healthcare. As a preceptor site for SLCC students, the DPH will assist in the training and development of prospective MAs, especially those seeking to work in a community-based setting. The agreement will benefit SLCC students by providing them with clinical and practical learning experiences and real-life

experience administering vital healthcare services to the community. The agreement will provide additional support to the DPH’s current partnerships with the Integrated Health Network and various St. Louis area health centers. There is no cost to County taxpayers associated with this initiative.

ECONOMIC AND SOCIAL JUSTICE

ESTABLISHED AN AFFORDABLE HOUSING TRUST FUND FOR ST. LOUIS COUNTY:

In December, we signed Councilwomen Clancy and Walton Gray’s legislation creating an Affordable Housing Trust Fund which will help the most vulnerable residents in our community.

PROTECTED AFFORDABLE HOUSING:

We stopped the United States Department of Housing and Urban Development (“HUD”) from demolishing the public housing in Wellston, which would have kicked hundreds of people out of housing.

The policy decision made in Washington, D.C. impacts real people here in St. Louis County. We entered a 120-day time-out period where we obtained an assessment of the public housing units in Wellston, determined which needed to be demolished, which could stay on-line, and which could be rehabbed. The administration worked closely with Congressman Lacy Clay; United States Senators Roy Blunt and Josh Hawley; State Senator Brian Williams; Wellston Mayor Nate Griffin; the Housing Authority; and Legal Services to ensure all perspectives were included in this process. And we reached out to the community to identify all options for replacing any housing that may need to come down.

We ultimately assembled a viable redevelopment plan for the public housing units. The plan was submitted to HUD in December and was approved in early January. A new development team has been assembled, representing the City of Wellston; the Housing Authority of St. Louis County; St. Louis County; the St. Louis Economic Development



Working with a variety of stakeholders on housing issues throughout the county has illustrated the importance of teamwork.

We can't get projects done without true partnerships with impacted communities.

When we listen to what's right for the community and the residents, we're able to find solutions that work for everyone, and find common ground to move forward.

Shannon Koenig
Deputy Director, Human Services

Partnership; and the Wellston public housing residents. This team will continue to work diligently with the larger stakeholder group to oversee the successful redevelopment of the housing.

OBTAINED FUNDING FOR DOMESTIC VIOLENCE SURVIVORS:

This administration obtained funding to continue the Domestic Violence Court-Based Victim Advocacy Project, which will fund 900 hours of domestic violence survivor advocacy services for petitioners who come before the Family Court's Specialized Civil Domestic Violence Court.

The administration applied for and won a \$570,000 Victims of Crime Act ("VOCA") grant to support operational costs at the Kathy J. Weinman Shelter. At the Weinman facility, the St. Louis County Department of Human Services offers safe shelter and support services to promote the healing of women and their children suffering from trauma associated with domestic violence. This allocation followed a grant for more than \$100,000 our administration won to fund critical services at the Weinman Shelter.

PROVIDED FREE DIAPERS TO FAMILIES IN NEED:

St. Louis County and the St. Louis Area Diaper Bank expand the services we provide through the Nurse Family Partnership ("NFP") program. The NFP program focuses and promotes health equity by serving low-income women and children with comprehensive, evidence-based programming to strengthen and stabilize families. Under the contract, the NFP program will provide 45,000 diapers for free to low-income families during regular home visits by trained nurses.

FUNDED A SUMMER JOBS PROGRAM:

We funded the 2019 Summer Jobs League program, which the Department of Human Services' Division of Workforce Development oversees. The program helps connect area youth with opportunities for summer employment.

PROTECTED ACCESS TO FRESH FOOD IN FOOD DESERTS:

In some of our neighborhoods, access to fresh and healthy food remains a challenge. So, when management at Bi-State threatened to close the Link Markets, the nonprofit that operates two fresh food

markets to patrons of mass transit at two MetroLink stops in North County, St. Louis County stepped in and convinced the transit agency to reverse its decision and keep the markets open.

PROVIDED TRANSPORTATION TO VETERANS WITH DISABILITIES:

This administration secured an \$87,000 state grant to support the Veterans Program of the Department of Human Services. This program is critical in connecting local veterans to the federal, state and local programs, and services on which they depend and which they earned through their service and sacrifice.

OFFERED FREE POOL PASSES TO RECREATION CENTERS FOR NEEDY KIDS:

The administration asked the County Council for legislation that would provide free pool passes at the St. Vincent Community Center and W.C. Kennedy Recreation Complex for underprivileged kids between the ages 4 and 18.

FUNDED YOUTH JOBS LEAGUE:

The Department of Human Services secured a \$268,000 grant from the Missouri Department of Economic Development to fund St. Louis County's 2020 Youth Jobs League program. This program connects young people to employment opportunities and provides them with vital work experience, ultimately designed to prepare them for future careers. The County's Department of Human Services operates this program in partnership with the Family and Workforce Centers of America and the Urban League of Metropolitan St. Louis.

ADDED POLICE ATHLETIC LEAGUE OFFICERS:

The County's Police Department's Police Athletic League ("PAL") expanded to seven full-time officers. PAL officers coach boys and girls in sports and help with homework and other school-related activities. The program is to help youth build character and leadership potential, strengthen police-community relations, and deter children from becoming involved in criminal activity.

PROVIDED RESOURCES AND OUTREACH FOR THE HOMELESS:

The Department of Human Services organized an event in June for outreach to the homeless. Forty agencies served more than 200 individuals and families experiencing housing hardship. Project Homeless Connect provided housing, veteran services, healthcare, and other resources to those experiencing instability in housing or homelessness. Former Councilwoman Hazel Erby spearheaded this event with the support of Councilwoman Rita Heard Days and other committed community members.

The Housing Authority of St. Louis County (HASLC) is helping the homeless with 139 new vouchers (an increase of 40 vouchers over 2018) in partnership with the County's Department of Human Services Homeless Services Program. This award to the HASLC ranked as the 9th largest out of 325 housing authorities across the nation.

COMMITTED TO REVITALIZATION WORK IN DELLWOOD:

We committed \$1.75 million in Section 108 loan funds and Community Development Block Grant funds for Urban League Plaza, a mixed-use community center in Dellwood.

SOURCED DISASTER RELIEF FUNDS FOR PAGEDALE:

The Department of Human Services committed \$2 million in Declared Disaster Relief and Section 108 loan funds to Beyond Housing for Pagedale Town Center II, a mixed-use commercial building in Pagedale.

LAUNCHED SECTION 3 PROGRAM:

The Department of Human Services launched the St. Louis County Section 3 program to expand economic opportunities for low- and moderate-income businesses and residents.

RACIAL AND GENDER EQUITY

PRIORITIZED EQUITY AND INCLUSION:

This administration appointed former County Council member Hazel Erby to a new position in the administration charged with leading our work on diversity, equity, and inclusion initiatives.

ENSURED FAIR WAGES FOR WOMEN AND RACIAL MINORITIES:

This administration's first executive order prohibited the County from asking job applicants about their salary history. Inquiring about salary history can lock people into wage disparities and can disproportionately impact job applicants who are women or racial minorities. This will help to prevent wage disparities in County employment.

ENSURED EQUITY AND OPPORTUNITY FOR WOMEN IN THE WORKPLACE:

Making sure St. Louis County guarantees an equal playing field for everyone includes eliminating inequities in treatment between men and women. We must ensure that women are able to thrive in government employment. So, we are setting a new standard for equity in County government. The administration started by appointing a working group to evaluate how the County can implement fair policies for female employees and how it can ensure equal pay for equal work.

ESTABLISHED A NEW POLICE DIVERSITY AND INCLUSION UNIT:

The County Police Department established a Diversity and Inclusion Unit, commanded by Lt. Keith Wildhaber. The unit is responsible for overseeing and executing activities that foster an inclusive environment within the department and enhance the department's services to the diverse constituents it serves.

ENSURED THE DIVERSITY OF BOARDS AND COMMISSIONS APPOINTMENTS:

We track the diversity of appointments made to the County's many boards and commissions to ensure we are appointing a group of leaders who reflect the diverse perspectives, backgrounds, and experiences of St. Louis County residents.

REBUILDING INFRASTRUCTURE

IMPROVED COUNTY ROADS:

This administration requested long-overdue mill and overlay work on a stretch of Clayton Road in Clayton and Richmond Heights, and on Big Bend Boulevard from Delmar Boulevard to Manchester Road. These major County roads had disintegrated in some sections to a hazardous and bone-jarring degree. These improvements will make for smooth, safe traveling once again.

Additionally, the County is acquiring the property rights and executing the contracts to repair and replace five structurally deficient bridges around St. Louis County.

The County requested legislation that produced the I-270 North corridor improvement agreement between the County and the State of Missouri. This project is designed to improve the I-270 corridor from Riverview Drive to I-70. The plan specifies obligations of both parties including right-of-way use and acquisition, closures and vacations, utility relocation; and other items such as lighting and traffic control devices. In addition to improving safety and easing commutes, these improvements provide an opportunity to attract visitor and tourists to the County and increase economic development in North County.

IMPROVED TECHNOLOGY AND CODES TO LESSEN TRAFFIC HEADACHES:

We authorized Traffic Technology Services ("TTS") to access the County's Advanced Traffic Management System, which allows TTS to access and analyze

real-time traffic data, bringing the first phase of the Connected Vehicle program to the St. Louis region.

Additionally, the County repealed more than 582 outdated traffic provisions and are adding 482 new ones to codify several years of changes to traffic schedules around the County.

REVAMPED THE COUNTY ELECTRICAL CODE:

Through various amendments, the County has brought the Electrical Code up-to-date and aligned it with the National Code and Ordinance standards recommended by industry experts.

IMPROVED DISABILITY ACCESS:

We have authorized contracts and acquired the property rights to begin and complete more than a dozen transportation projects, most aimed at ensuring compliance with the Americans with Disabilities Act.

INSTALLED FAMILY TRAIL PODS IN JEFFERSON BARRACKS PARK:

With \$66,000 in funds that my administration secured from the St. Louis County Parks Foundation, a non-profit organization, we purchased new equipment for the Jefferson Barracks Family Trail Pods project. The trail pods incorporate adult exercise equipment and play stations for children, creating a multi-generational experience and enhancing the park for all ages.

HEALTHY COMMUNITIES

EXPANDED THE LIFESAVING WORK OF THE PRESCRIPTION DRUG MONITORING PROGRAM (PDMP):

The PDMP provides tools to help doctors and prescription providers track how opiates are prescribed.

The PDMP was originally established in 2017 by then Councilman Dr. Sam Page as a response to the opioid crisis. In the two years since, County Executive Page

has carefully guided and encouraged its expansion from a small St. Louis County program to one that covers more than 85% of the state – all while still being run and managed by St. Louis County.

Missouri is the only state without a statewide prescription monitoring system, St. Louis County administers the program for 75 participating jurisdictions across the state. Through this massive drug monitoring effort, 94% of providers throughout Missouri are covered.

In 2019, this administration continued to prioritize ways in which we could expand the important work of the PDMP and give providers more tools and insights to save lives.

We brought back the Opioid Task Force that the County Council appointed to evaluate what policies and programs the County should adopt to fight the opioid crisis. The Task Force consisted of a wide variety of experts in healthcare, public safety, and public health. At my direction, the Department of Public Health has now incorporated the Task Force's work into their opioid crisis response.

The St. Louis County Department of Public Health won a \$1.9 million federal grant to fund enhancements to and expansion of our Prescription Drug Monitoring Program.

County Council adopted a new ordinance to require healthcare organizations to report any opioid overdose. Requiring those reports will empower the County to detect data trends, track the opioid epidemic's spread, and better evaluate policy options for addressing it.

And this administration requested the legislation by which St. Louis County accesses the Integrated Justice Information Systems Institute, Inc.'s RxCheck, a Prescription Drug Monitoring Program ("PDMP") interstate data exchange. Participation in RxCheck provides access to in- and out-of-state PDMP data, enhancing patient treatment and helping prevent illegal use of controlled substances prescriptions.

FUNDING FOR HEROIN PREVENTION INITIATIVE:

Our administration won two grants that increased total funding to \$99,000 for the County Police Department's Multi-Jurisdictional Drug Task Force's Heroin Prevention Initiative. The initiative focuses on targeting, apprehending, and prosecuting individuals or groups involved in heroin trafficking.

TREATMENT FOR NON-VIOLENT DRUG OFFENDERS:

The County secured a \$1.2 million federal grant to fund the County's implementation of the Law Enforcement Assisted Diversion ("LEAD") Program. This initiative provides a legal pathway to redirect individuals with low-level, non-violent, drug related offenses from the criminal justice system and into treatment programs. In 2018 at the Buzz Westfall Justice Center, 37% of the incarcerated population had a substance use disorder when entering the jail. Upon release, LEAD participants are 58% less likely to be arrested again.

SUPPORTED THE HEPATITIS A OUTBREAK PROGRAM:

In order to increase outreach and awareness for individuals at risk, the County secured the extension of a state grant for continued funding of the St. Louis County Department of Public Health's ("DPH") "Hepatitis A Outbreak" project. The project focused on increasing access and availability of the hepatitis A vaccine and assisted the DPH in conducting case contact investigations. At-risk individuals include the homeless or those who come into close contact with someone who is homeless; people in treatment or counseling for substance abuse; those receiving drug substitution or in drug court programs; individuals working in or who have been detained in jail or a detention center; and people who come in close contact with someone with a confirmed case of hepatitis A. This program aligns with this administration's commitment to ensuring appropriate care for the most vulnerable residents in our community.

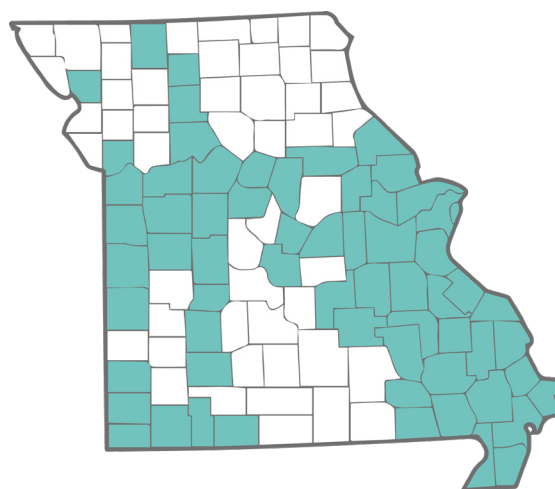
TACKLING THE OPIOID EPIDEMIC STATEWIDE

St. Louis County's Department of Public Health runs the Prescription Drug Monitoring Program that covers a majority of the state.

94% HEALTHCARE PROVIDERS

85% MISSOURIANS COVERED

75 PARTICIPATING JURISDICTIONS



PROTECTED CHILDREN FROM VAPING:

The administration signed a bipartisan bill to help prevent kids from having easy access to tobacco and vaping products. This bill sends a clear message that St. Louis County will not tolerate selling electronic cigarettes to minors. The new ordinance holds retailers accountable without unduly penalizing kids.

PROVIDED PHYSICAL THERAPY FOR NEEDY KIDS:

The Page administration began working with members of the County Council to provide physical and occupational therapy and chiropractic care to uninsured County residents, with a focus on children, who are living below the poverty line. The estimated \$200,000 cost of this service would be offset by reimbursements from the Missouri Department of Social Services or other insurers.

SUPPORTED A CONTINUUM OF CARE FOR HOMELESS:

Our Department of Human Services partnered with the Homeless Services Program to establish a Continuum of Care Strategic Plan for this vulnerable population. The program looks beyond temporary shelter solutions in order to help the homeless find permanent housing and employment.

RELEASED COUNTY'S FIRST-EVER REPORT ON MENTAL HEALTH DISORDERS:

The County's Department of Public Health, in conjunction with the City of St. Louis Department of Health and the System of Care St. Louis Region, released a first-ever report on mental health trends in our region. The report provides information about the prevalence of mental illness, health disparities, and how to access available services.

LAUNCHED HEALTHY HOMES COALITION:

We worked with numerous schools in areas with high asthma rates, and with other regional partners to provide in-home environmental assessments for students, identify asthma triggers in the home, and improve the health of children in the community.

JUSTICE CENTER REFORMS

OVERHAULED POLICIES AND PROCEDURES:

We overhauled practices, policies, and procedures at the Justice Center. These included: installing cameras in the jail infirmary to help ensure that adequate medical care is provided to the inmates who need it; allowing for corrections officers and inmates to request for inmates to receive medical care; creating a comprehensive intake and transfer tool; revising the crash cart stocking procedures to align with current system needs; formalizing the Department of Justice Services organization chart, which did not previously exist; reorganizing top staff to improve efficiency; establishing regular staff meetings, which had not previously occurred; installing new signs in the jail that communicate clearly to inmates exactly what they need to do to get help if they are sick or hurt; removing, suspending, or reprimanding problematic nurses and other employees; promoting transparency by placing all Justice Services policies on-line; starting a recruitment drive to fill open vacancies with the best possible personnel, while also developing a plan to improve the work culture at the jail; meeting with jail staff to clearly outline our expectations for professionalism, performance, and compassion in the services we provide to those in our care.

REDUCED UNNECESSARY INCARCERATION:

With help from a \$2.25 million MacArthur Foundation grant, we reduced the population at the County jail. The average daily population at the jail when I took office in April was 967. By year's end, it was 875. Most people in jail are awaiting trial for nonviolent offenses, according to the foundation. Many simply cannot afford to post bail for their release. African Americans on average spend more time jailed while awaiting trial than white defendants.

RESTARTED THE JUSTICE SERVICES ADVISORY BOARD:

The administration appointed new members to the Justice Services Advisory Board, which had

been essentially inactive but will meet regularly going forward. Its new members are professional, thoughtful, and diverse. We look to this board for advice and counsel in how best to run the Justice Center and I will expect them to listen to our diverse community in formulating their reports.

ELIMINATED UNNECESSARY JAIL FEES:

The administration eliminated six types of fees charged to people in the Justice Center’s custody dealing with getting booked, posting bond, and receiving medical care. The fees proposed for elimination are: a \$70 booking fee, charged to those who have already been sentenced; a \$20 bond fee, charged to a person posting bond for an inmate; a \$2 fee charged each time an inmate is seen by a nurse; a \$5 fee charged each time an inmate is seen by the dentist; a one-time \$5 fee for dispensing medication; and a \$20 medical assessment fee charged for each incarceration.

APPOINTED NEW DIRECTOR WITH COMMUNITY INPUT:

After a national search conducted in cooperation with the Justice Services Advisory Board, the County hired Raul Banasco to lead the Justice Center. Banasco is a former administrator at county jails in San Antonio and Fort Worth, Texas, who also worked in the Florida prison system and in 2016, the American Jail Association named Banasco jail administrator of the year. Jails that he has run have

passed audits with 100% compliance. Banasco’s record reflects his dedication to excellence and his ability to lead.

COLLABORATED WITH PRISON ADVOCATES ON JUSTICE CENTER REFORM:

The county has met with leaders in the American Civil Liberties Union and the MacArthur Justice Center to ask for their input on how we can best reform the Justice Center. County staff are also corresponding regularly with staff of the Prison Policy Initiative about best practices in operating a jail.

DEVELOPED RE-ENTRY SAFETY NET SERVICES:

The Department of Public Health (“DPH”) is working with the Council to fund a program for minority and economically/environmentally disadvantaged individuals leaving Justice Center custody to successfully transition back into the community. Re-entry Safety Net Services are designed to reduce recidivism and health disparities by providing access to health care, mental health treatment and other vital services.

PROVIDED MENSTRUAL HYGIENE PRODUCTS FOR INMATES:

The administration signed an executive order that will provide jail inmates with no-cost menstrual hygiene products. These products are essential to ensuring that inmates stay healthy. A survey of the jail’s inmates found that 75% reported using homemade hygiene products, and that nearly one-third said they had developed infections due to lack of access to hygiene products.

UPGRADED TECHNOLOGY AT THE JUSTICE CENTER:

Our administration requested that the County Council approve upgrades and replacements of the Touch Screen Controlled Computer System, which will add cameras to the Justice Center, and will upgrade and replace the connected audio systems that are located inside the jail’s secure perimeter.

“Eliminating a financial burden on people coming out of custody will help them find a job, housing, and a better way of life. We appreciate all the hard work going on at Justice Services.”

County Executive Sam Page, October 11, 2019

EXPANDED LIBRARY PROGRAM:

The County partnered with the St. Louis County Library to make it easier for inmates at the Justice Center to read and learn. The library now provides a wide variety of books to the jail and refreshes the reading material monthly. The library also will supply library cards upon release from custody to those who want them, which allows for ready access to other helpful resources, such as computer classes, the Career Online High School program, job search assistance, and even telescopes, musical instruments and Wi-Fi hot spots.

STARTED NEW DRUG AND ALCOHOL TREATMENT PROGRAM:

With a \$111,000 state grant that our administration secured, the County expanded the Department of Justice Services Choices Drug and Alcohol Treatment Program (“Choices”) to allow for an additional 13 individuals to enter the program each session. Choices is a program that aims to empower offenders to choose a lifestyle free of drugs and alcohol. Expanding the program greatly reduces the wait time for enrollment and the time these individuals are incarcerated.



Libraries are a bridge to underserved populations.

A library card can open doors to job searches, continuing education, and access to support networks.

When we're able to expand existing library services into historically marginalized communities — like the individuals who are currently at the Justice Center — it directly improves quality of life, reduces rates of recidivism, and can build healthier communities.

Kristen Sorth

Director, St. Louis County Library

PROTECTING ANIMALS

IMPLEMENTED IMPROVEMENTS TO THE COUNTY ANIMAL SHELTER:

Following the release of an independent audit of our Pet Adoption Center, our Department of Public Health (“DPH”) began implementing a series of changes and best practices of the Association of Shelter Veterinarians to improve conditions at the shelter. We improved caregiving strategies to prepare animals to be returned to their owners, adopted, or transferred to rescue organizations. Staff streamlined improvement of staff time and shelter functionality to allow more time for enrichment activities. We pursued the potential of a non-profit partnership, enabling the agency to maintain primary operations, while DPH maintains responsibility for all field services and enforcement of the Saint Louis County Animal Code. And we addressed the over capacity of the shelter to have a more sanitary, safer environment for both the animals and staff. We also have prioritized recommendations that decrease the euthanasia rate, particularly in working with rescue partners and improving all marketing and social media for adoptions. DPH has started a website focused on the audit and will continue to provide updates and communication on our progress towards completing audit recommendations.

In response to audit recommendations, we revived the volunteer program at the Pet Adoption Center. Under the old program, there were about 12 volunteers over the course of any given day. The three main goals of the re-vamped program are to increase the number of volunteers, improve quality control to make sure volunteers are supported and well-trained, and improve consistency to ensure animals get the proper care and treatment.

CARING FOR ANIMALS THROUGHOUT THE COUNTY

2020 has been a year of consistent growth and improvement for St. Louis County’s Animal Shelter. The result of staff and volunteers’ hard work is reflected in the volume of happy pets in loving homes.

97% OF ANIMALS BROUGHT IN TO THE COUNTY SHELTER FOUND NEW HOMES

132 LOST PETS REUNITED WITH THEIR OWNERS

182 RESCUED ANIMALS FOUND FOREVER HOMES

152 ANIMALS SENT TO PARTNER RESCUE GROUPS

102 AUDIT RECOMMENDATIONS IMPLEMENTED

Saint Louis
COUNTY

MISSOURI

2019

OFFICE OF THE COUNTY EXECUTIVE
9TH FLOOR
41 SOUTH CENTRAL AVENUE
CLAYTON, MO 63105