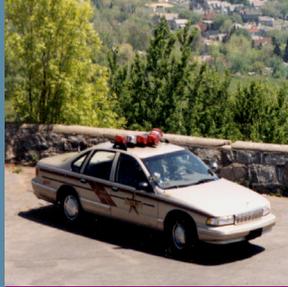


# CELEBRATING 150 YEARS



*Your  
County*



*Your  
Health & Safety*



*Your  
Home*



*Your  
Business*



*Your  
Vacation*



2006  
ST. LOUIS COUNTY  
MINNESOTA  
SESQUICENTENNIAL  
EVALUATION REPORT CARD

## ST. LOUIS COUNTY BOARD OF COMMISSIONERS



District 1	Dennis Fink
District 2	Steve O'Neil
District 3	Bill Kron
District 4	Mike Forsman
District 5	Peg Sweeney
District 6	Keith Nelson
District 7	Steve Raukar

## ST. LOUIS COUNTY ADMINISTRATOR

Dana W. Frey

THIS REPORT WAS DEVELOPED BY ST. LOUIS COUNTY'S  
*Performance Measurement - Results Team*

### *Performance Measurement - Results Team* MEMBERS

Dana W. Frey: Administration  
Lisa Potswald: Administration  
Gary Eckenberg: Administration  
Linnea Betzler: Administration  
Mel Hintz: Assessor  
Alan Mitchell: Attorney  
Maureen Langguth: Auditor  
Dick Griffith: Civil Service/Personnel  
Debra Switzer: Chris Jensen  
Mark Reed: Land  
Martin Buscombe: MIS  
Vicki Maher: Public Health & Human Services  
Jane Gilley: Public Health & Human Services  
Darren Jablonsky: Planning  
Tony Mancuso: Property Management  
Marcus Hall: Public Works  
Jim Foldesi: Public Works  
Dick Florey: Purchasing  
Mark Monacelli: Recorder  
Nancy Sandstrom: Sheriff  
Terry Soderberg: Solid Waste

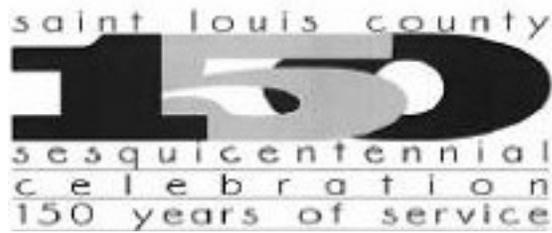
ADMINISTRATION DEPARTMENT  
ST. LOUIS COUNTY  
ROOM 202  
100 N. 5TH AVENUE WEST  
DULUTH, MN 55802  
218-726-2450

The purpose of St. Louis County's 2006 Evaluation Report Card is to improve accountability *to* and communicate results of County government efforts *with* St. Louis County citizens. It is part of our commitment to provide the best services possible in the most efficient manner. In order to ensure this level and quality of service delivery, the County will continue to integrate performance measurement and management into County processes and decision-making systems.

We hope this first report provides you with up-to-date information to better understand your County and its commitment to providing you excellent and efficient services. The report is organized in the following sections:

### *Table of Contents*

Introduction Letter	3
Your County ~ <i>Saving you Money</i>	4
Your County ~ <i>Providing Excellent Services</i>	9
Your Health & Safety	14
Your Home	18
Your Business	23
Your Vacation	27



Happy 150th Birthday!

As part of St. Louis County's sesquicentennial celebration, we have been both reflecting on past achievements and looking forward towards what needs to be done to maintain a standard of excellence.

Looking back, we do indeed have much to celebrate. St. Louis County has had an exciting 150 year history, from a time of the earliest settlements to today's thriving communities and, along with that, changing demands on government. These demands will continue to change on into the future, and, along with that will come still greater needs for accountability and efficiency. With decreasing state and federal funds and increasing operating and personnel costs, we will have an even greater need to focus on our management strategies to see us through these difficult times.

One of the strategies we are integrating is that of performance measurement and management. This 2006 Evaluation Report Card is the product of a consolidated effort throughout the county to demonstrate both what we have achieved and what we have left to do. Performance measurement and management is about accountability to the public and about working to achieve results that matter to you, to our citizens, to our clients, and to our stakeholders that are both efficient and effective.

This report is organized by the five categories: Your County (describing some of what we do to save you money and provide quality services), Your Health and Safety, Your Home, Your Business and Your Vacation. Throughout this report, you will find contextual information about the various services the County provides to its citizens as well as programmatic goals and their achievements to date. Results are shared about services provided, quality achieved, efficiencies delivered, and cost savings realized.

This report is only the first step, a product of the efforts of the performance management team in documenting the excellent work by the employees of St. Louis County. We'll be anxious to hear your feedback.

Dana W. Frey  
County Administrator

# 7092

St. Louis County is 7,092 total square miles large. Of those miles, 6,226 square miles are land area and the remaining 866 square miles are water.

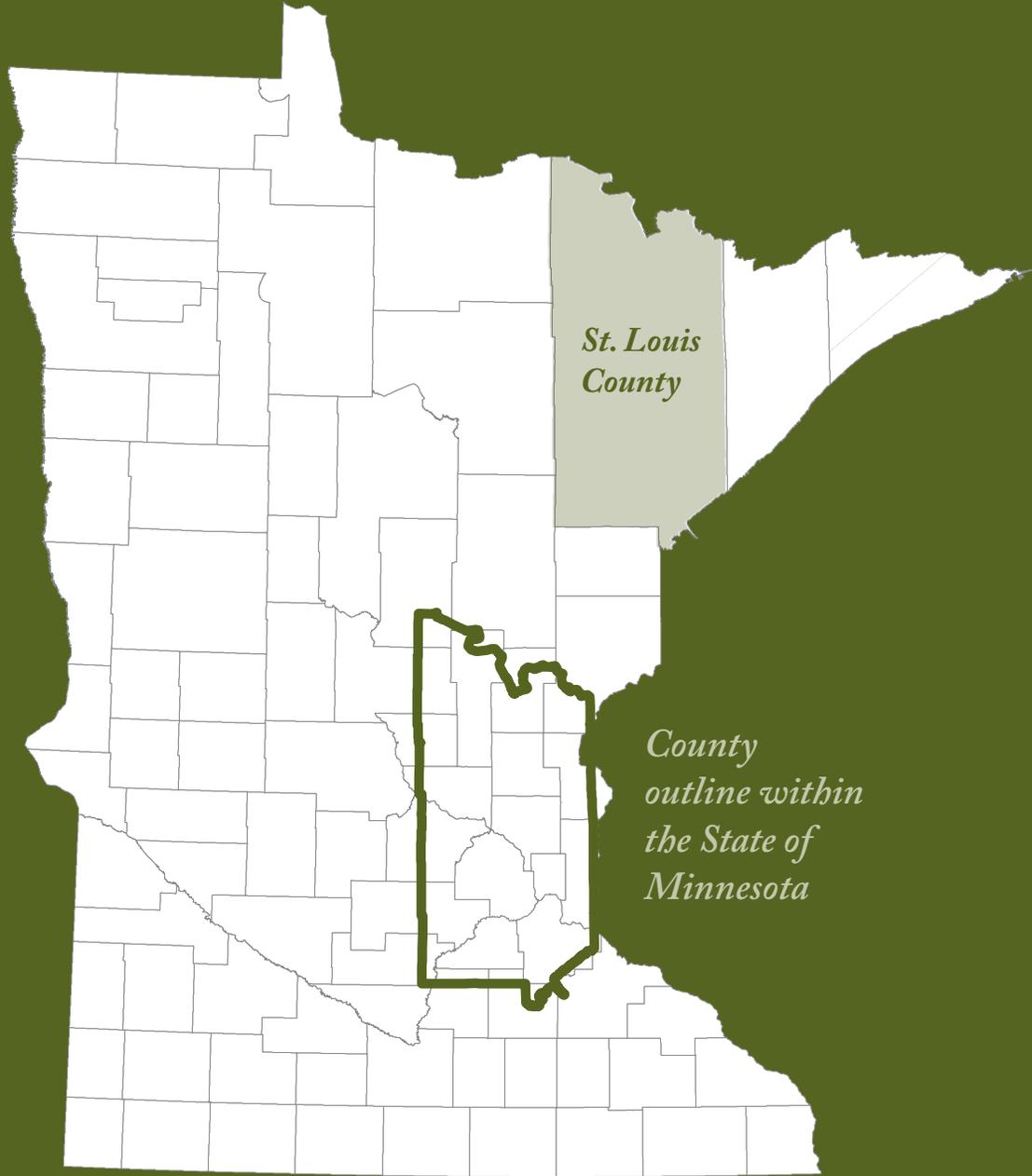
As the “crow flies,” it is the same distance to go from Duluth to St. Paul (136 miles) as from Duluth to the NW corner of St. Louis County (135 miles).

St. Louis County is larger than the District of Columbia (61 square miles) and some states including Rhode Island (1,045 square miles), Delaware (1,954 square miles) and Connecticut (4,845 square miles).

Within the state, St. Louis County is larger than the combined land areas of the following counties: Anoka, Benton, Carver, Chisago, Dakota, Hennepin, Isanti, Le Sueur, Nicollet, Ramsey, Rice, Scott, Sherburne, Waseca, Washington and Wright.

St. Louis County’s mission is to provide its people with those services mandated and/or expected by its citizens so as to provide a good quality of life, throughout all 7092 square miles.

FOR GOING <sup>NTY</sup> *excellence* services



*St. Louis  
County*

*County  
outline within  
the State of  
Minnesota*





St. Louis County's Management Information Systems Department saves the County money and time as it serves departments and agencies by enabling County employees to complete their work efficiently and effectively. By providing high quality, reliable, secure systems and applications, reducing wait time for repairs, minimizing server downtime and help desk call waiting, employees are able to maximize their productivity through the innovative use of technology.

### *Practicing Excellence in Financial Management*

The County Administrator is responsible for recommending an annual budget to the Board of Commissioners each year. This budget has won the prestigious Government Finance Officer Association's (GFOA) Distinguished Budget Presentation Award 13 out of the last 16 years. This award is given to budgets that are transparent and provide excellent financial data in a format that is accessible to the general public.

In addition, the Auditor's Office is responsible for annual financial reports to the Board and St. Louis County citizens. The County's Comprehensive Annual Financial Report has won the GFOA's Certificate of Achievement for Excellence in Financial Reporting Award each of the last 16 consecutive years. This Award represents the excellence of the financial information and the ability of the County Auditor's Office to manage County finances.

A copy of either of these documents is available by contacting County Administration or the County Auditor; visit their websites at: [www.co.st-louis.mn.us](http://www.co.st-louis.mn.us).

Did you know?



*The Distinguished Budget Presentation Award is displayed in each year's Budget Document. The Certificate of Achievement for Excellence in Financial Reporting Award is displayed in the Auditor's Comprehensive Annual Financial Report.*

### *Energy Conservation Savings*

St. Louis County manages 178 buildings, some of which are historic buildings, such as the County Courthouse and the Depot in Duluth, in addition to new buildings such as the Public Works Facility near Pike Lake and the Hibbing Annex.

Regardless of the age of the building, St. Louis County Property Management staff is working to enhance the environmental efficiency of each building, resulting in energy conservation savings to the County and taxpayers. St. Louis County is taking a leadership role to reduce dependence on conventional energy supplies by reducing net energy consumption and exploring other viable energy solutions.

**Goal: Reduce energy consumption by 20% per square foot between 2001 and 2010.**

This is accomplished through a combination of new technology products and equipment that lowers costs and increases efficiency as well as through innovative new programs such as those that use solar panels to generate energy.

The solar panels installed on the Duluth Parking Garage were the first solar voltaic panels in downtown Duluth. Since April 3, 2002 these panels have produced 10,012 kilowatts of electricity. This translates into energy cost savings in addition to saving our air from 23,600 pounds of Co2 and other harmful pollutants.



The County is also working on tightening all building shells, resulting in lower maintenance costs and lower energy consumption, while improving the comfort and safety of all buildings.

**Goal: St. Louis County will play a leadership role in demonstrating the effectiveness of new technology.**

St. Louis County has demonstrated energy, water and cost savings by implementing new technologies such as waterless urinals (which save 45,000 gallons of water annually per fixture), low-flow water fixtures, white roofs, green vegetated roofs and fresh air make-up preheating units.

For example, recycled water chillers and lighting upgrades save the County-owned Depot over \$35,000 per year.

Additionally, St. Louis County pursues all programs with rebates for energy conservation to leverage County dollars and buy into new technology options. To date, the County has saved \$108,516 through electrical rebates with Minnesota Power and the State of Minnesota Department of Commerce.

*The Hibbing Annex, pictured at right, was built with innovative energy and cost-savings considerations, such as solar domestic hot water heating for public rest rooms; solar walls; natural "daylighting" windows; a white membrane roof; energy conserving landscaping; and displacement ventilation.*

The County is a part of the National Association of Counties (NACO) *Energy Star Program* for energy conservation and is partnering with the City of Duluth in the *Cities for Climate Protection Program (CCPP)*.

**Goal: All new construction projects are required to address energy savings, low maintenance, long life cycle and sustainability considerations.**

All County building project bids and Requests for Proposals (RFP's) for architectural and engineering services now include energy saving and sustainability requirements.

Some of these can be seen in the newly remodeled Hibbing Annex, the County's most energy efficient office building. The Annex has low operational costs while maintaining maximum operational energy efficiency. The new building, which opened its doors to Range communities in May of 2006, qualified for the U.S. Department of Energy's "Energy Star" designation.



St. Louis County's Energy Conservation Committee is studying all fuels and energies used within the County and making operational recommendations.

For example, the Public Works Department is currently testing two hybrid vehicles. The current two-year trial will determine their cost effectiveness and whether or not the County will continue to invest in these types of vehicles.

Public Works operates the Motor Pool, which provides County employees with cars for travelling the 7,000 square miles in our County. In 2005, County employees travelled 2,608,701 miles serving residents.



In 2006 the St. Louis County Sheriff's Office, working through the St. Louis County Purchasing Department, successfully purchased hi-tech equipment at a savings of over \$100,000 by using the auction web site eBay.

Departments are now able to sell items on eBay, recycling furniture and old or obsolete equipment. eBay allows the County to access a larger pool of potential buyers at no cost.

## Did you know?

### *Coordinating & Consolidating Efforts*

St. Louis County regularly coordinates efforts with over 70 organized townships within its boundaries as well as with other counties and the State in its effort to carry out State and Federal mandated programs and services as efficiently and effectively as possible.

Examples of coordination efforts include:

- Working together with other counties through the Association of Minnesota Counties (AMC) helps St. Louis County prepare for legislation effecting county governments, and helps to coordinate lobbying efforts.
- The City of Duluth and St. Louis County are currently coordinating their assessment functions by using the same computerized appraisal system. Besides the cost savings, property owners benefit from the improved equalization of assessments across jurisdictional lines. The County also assists local assessors in the use of this system, which helps ensure quality of local assessments, reduces the number of errors, ensures up-to-date information, saves money and saves time through streamlining the coordination process.
- Emergency Preparedness plans are coordinated with a variety of local, tribal, state and national government organization, as well as with Canada.
- County corrections programs are coordinated with the County Attorney and County-supported Arrowhead Regional Corrections, in addition to other local and regional agencies.

- Joint Public Works facilities are owned and operated by St. Louis County and its city and state partners at three locations: the City of Hibbing, Canosia Township near Pike Lake and, with a third shared facility being built in the City of Ely. These shared facilities greatly enhance the ability of all partners to deliver services in a more efficient, economical manner. This is achieved by sharing equipment, buying products in larger quantities through joint purchases, and sharing the operating expenses of the facilities. St. Louis County's shared facilities and the operating agreements used to implement these partnerships have been used as a model in Minnesota. St. Louis County has more shared facilities than any other county in the state.

### *Cost-Savings through New Programs*

St. Louis County employs over two thousand individuals and is one of the region's largest employers. The County has various programs in place that work to improve working conditions and ensure the safety of our employees. The County's investment in developing Employee Safety and Development programs has proven successful. Through these programs, the County has improved working conditions and safety for County employees as well as saving you money through targeted programs in less injuries and subsequently, less injury-related expenses that result.

## Innovative Services

The Urban Institute recently concluded that nationally, for every \$1 of child support that is collected for welfare cases, there is a \$0.40 cost avoidance ratio that offsets what would be otherwise be spent on other program supports.

St. Louis County is aggressive in its efforts to collect child support. As of April 2006, over 3,000 families formerly receiving public assistance, are now receiving an average of \$316 per month in child support; those same families also received an additional average payment of \$186 per month in past due arrears payments. Total collections in St. Louis County in 2006 equaled about \$25 million, with a cost savings of over \$5 million dollars.



St. Louis County also established a new web site this year. The new web site was designed by County staff to make it easier for users to find information. County employees in each department can now update their own web pages, ensuring that data is current. The site has had an average 35% increase in weekly hits since its debut in April. See [www.co.st-louis.mn.us](http://www.co.st-louis.mn.us).

## Did you know?

The St. Louis County Public Works Department is partnering with a contractor that works for Hibbing Public Utilities and Virginia Public Utilities in an innovative biomass project that saves the County both time and money.

The Public Works Department clears the right-of-way for all new road construction projects and existing roads as part of its maintenance operations. The County previously paid a contractor for these services after a competitive bidding process. The wood product was burned on-site, placed in a pit or buried on the project. The end result was the wood resource being wasted and the clearing being done at a relatively high cost to the County.

Under new market conditions, the contractor that supplies the wood product, or biomass, to the two utilities does so at a greatly reduced cost by taking the marketable wood for lumber. The remaining products (brush, limbs, small diameter trees, stumps, etc.) are chipped and sold to the utilities. The County gets its right-of-way cleared for a lower cost, and the utilities burn the biomass in steam plants, providing heat and energy for their cities. This innovative partnership has proven successful on the most recent County State Aid Highway 16 project and should continue into the future.



The St. Louis County Recorder's Office accurately and efficiently processes real estate and personal documents for the entire County from its four offices.

In 2005, for example, the Office processed:

- 37,068 Abstracts for Real Estate Documents;
- 20,377 Torens for Real Estate Documents;
- 1,228 Uniform Commercial Code Financing Statements;
- 3,375 Birth Certificates;
- 2,358 Death Certificates; and
- more than 1,317 Marriage Licenses.

Did you know?



*Did you know?*

The most accessed page on the St. Louis County web site is the Auditor's Property Tax Lookup. Over 400,000 citizens have visited the page this year.

Check it out on the internet at: <http://www.co.st-louis.mo.us/auditor/parcelinfo/>.

***Responding to Concerns, Expanding Services***

The St. Louis County Auditor's License Center conducted customer satisfaction surveys in 2004 and 2005 to better understand customers' needs and expectations.

During these years, the average length of wait time customers experienced decreased from 9.8 minutes to 7.7 minutes. Of those surveyed in 2004, 98.28% of responses were satisfactory or above. In 2004, approximately 90% responded that their transaction was handled accurately, efficiently and courteously. In 2005, 100% of the 689 respondents agreed.

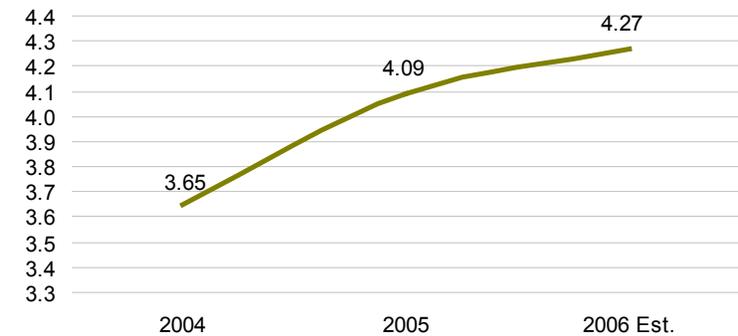
After the October 2004 move to the Duluth Miller Hill Mall location, 96% of respondents in the 2005 survey responded that the new location was convenient for them. Previously, only 66% of respondents felt that the office location was convenient. The new License Center was profitable in its first year, and is generating revenue for the County annually.



*The new Auditor's License Center opened at the Miller Hill Mall Location (Duluth) in October 2004.*

**Transactions**

Per Labor Hour



The number of transactions per labor hour has been steadily increasing over the last three years, which results in greater revenue generated per labor hour and a net profit for the License Center.



The Help America Vote Act (HAVA) provides federal funds for improving the accessibility and quality of polling places. Specifically, the HAVA funding St. Louis County received has been directed toward polling place accessibility and providing access and participation, including privacy and independence for voters with disabilities.

In addition to administering County elections, the Auditor directly administers balloting in 67 unorganized townships. The Auditor also trains city and township clerks to administer local elections in 98 communities.

### Enhancing Transportation Infrastructure

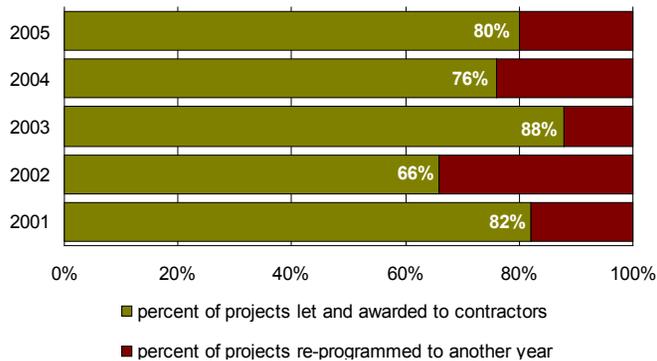
Public Works Department activities include the design, construction, maintenance and operations of roads, bridges, county ditches, and all other highway-related assets under the jurisdiction of St. Louis County. Engineering activities consist of the design, bidding and construction administration of road and bridge construction projects, among other activities. Maintenance consists of snow plowing, salting, sanding, surface patching, graveling, grading, ditching and many other activities necessary to keep our highways, bridges and ditches in proper working order.

#### Goal: Deliver 100% of programmed projects in the year they are scheduled

The results are shown in the graph below.

#### Projects

Actual % of Projects Let and Awarded to a Contractor vs. Planned



In addition to managing projects that are bid out and completed by contractors, the Public Works Department completes projects with its own personnel, along with the required maintenance activities.

Examples of in-house Public Works projects completed on an annual basis include the following 2005 results:

- installed 640 culverts (which equals 16,000 feet);
- cleaned 151 miles of ditches;
- completed 355 miles of shouldering work;
- brushed 714 miles of roadside;
- completed 253 storm and emergency call outs;
- hauled 394,000 cubic yards of various aggregates; and
- traveled 624,000 miles of road plowing snow.

Pavement quality is an important measure that speaks to both resident satisfaction and long-term performance of County roads. St. Louis County uses the state's Pavement Quality Index (PQI) which rates roads on a scale of 0-4. In 2005, the entire paved system of 1,432.97 miles of county highways was rated, with the average PQI for the system being 2.888. 54.1% of our paved road mileage rated fair or better. The graph below provides a better understanding of how St. Louis County highways rated:

PQI	Mileage	Mn/DOT Rating Definitions	% of Total Mileage
0-2.4	449.8	0-2.4: Very poor pavement surface	31%
2.5-2.8	208.7	2.5-2.8: Poor pavement surface	15%
2.9-3.2	176.7	2.9-3.2: Fair pavement surface	12%
3.3-3.6	250.8	3.3-3.6: Good pavement surface	18%
3.7-4.0	347.0	3.7-4.0: Very good pavement surface	24%



The mission of the Public Works Department is to provide a safe, well-maintained road and bridge system that will insure reliable and convenient access to County services, facilities, recreational and natural resource areas and employment centers to enhance the quality of life of St. Louis County residents and to promote the economic development of the area.

The Department employs 350 individuals at 17 offices and shops, owns 1461 pieces of equipment, and is responsible for maintaining 2992 miles of County highway.



Did you know?

Did you know that aluminum cans are a valuable commodity?

By increasing recycling of aluminum cans, the Solid Waste Department can save landfill space and earn additional revenue.

The total volume of recyclables processed in 2005 was 7930 tons.

### Special Programs to Increase Awareness

St. Louis County's Solid Waste Department operates sites throughout our County, including:

- The Regional Landfill (*Virginia*);
- 5 Solid Waste transfer stations (*Ely, Cook, Aurora, Brookston, and Hibbing*);
- 17 Solid Waste canister collection sites;
- 2 Household Hazardous Waste facilities (*Virginia and Hibbing*); and
- 47 Recycling Drop-off locations throughout the County.

The Solid Waste Department has recently implemented several new advertising campaigns to increase awareness of Household Hazardous Waste (HHW) and to advertise the various collection sites where these products can be dropped off.

### Goal: Increase citizen participation in programs for appropriate Household Hazardous Waste disposal.

Free disposal sites for HHW combined with this public information campaign have increased the number of households participating, as pictured in the graph at right.

For questions or additional information, including hours of operation, visit the Solid Waste Department on the County web site or call toll free at 1-800-450-9278.

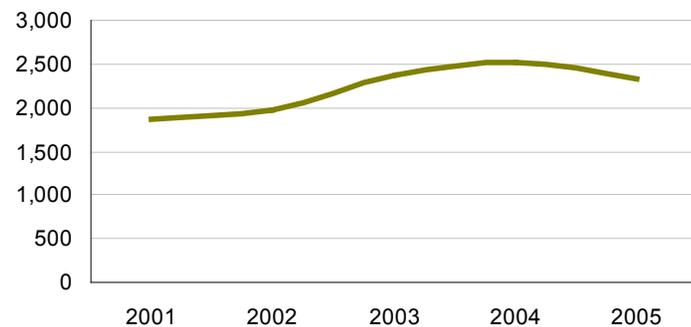
The volume of HHW disposed of through St. Louis County waste facilities in 2005 included approximately:

- 4,120 gallons of latex paint
- 3,928 gallons of oil base paint
- 1,790 gallons of solvents
- 2,838 pounds of pesticides
- 228 pounds of poisons
- 50 pounds of mercury
- 2,680 pounds of acids
- 1,729 pounds of bases
- 14,656 fluorescent tubes

As of July 1, 2006 cathode ray tubes (in television sets and computer monitors) cannot be disposed of in regular trash facilities. St. Louis County Solid Waste has set up 9 sites to accept these items as part of its recycling programs.

Did you know?

### Household Participation in HHW Disposal



The number of households participating in St. Louis County Solid Waste HHW disposal programs has increased over the last five years to 2,335 in 2005.

### *Ensuring Sustainable Forest Resources Now and for the Future*

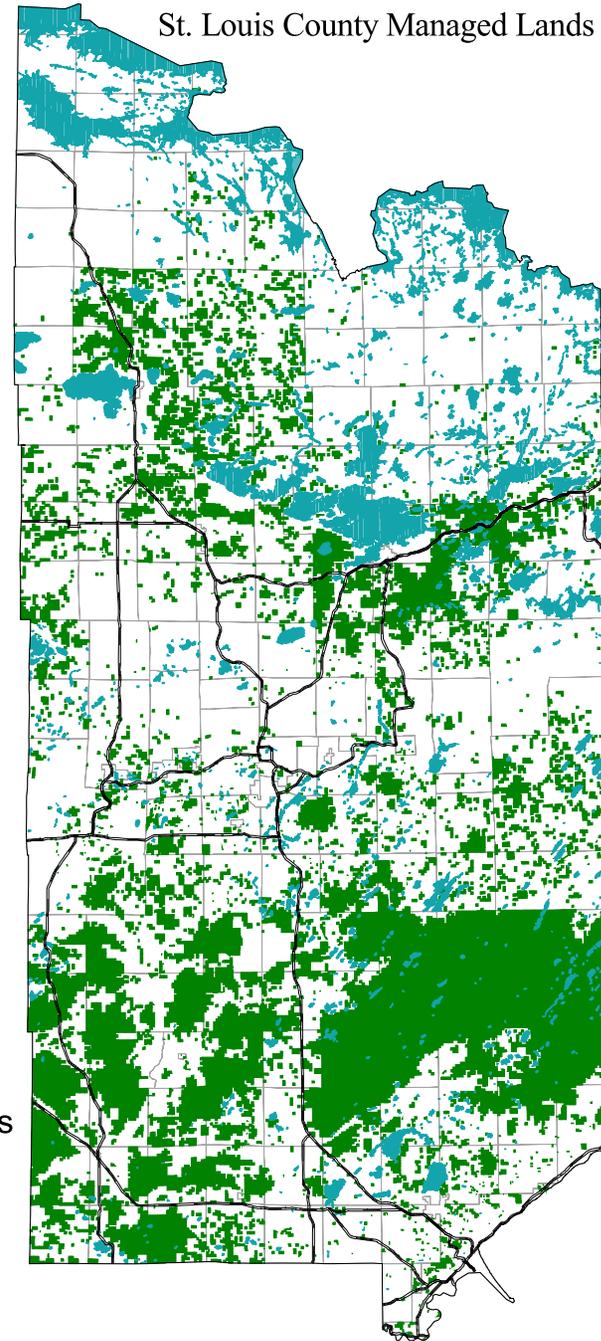
The St. Louis County Land Department is responsible for managing 900,000 acres of state tax forfeited lands in the County. As the trustee for the people of the County and State of Minnesota, these lands are managed in a way that promotes diversity across the forested landscape and fosters a greater understanding of the biophysical and social influences affecting the various landscape components.

In 2004, the Land Department became the first public agency in the nation to become dual certified under the ISO 14001 Environmental Management System Standard and the Sustainable Forestry Initiative (SFI) Standard. The Department's operations have been examined by independent third-party auditors annually in the areas of environmental performance and procedures. The Land Department strives to go beyond compliance through application of continuous improvement practices while integrating the management of environmental performance into everything it does.



 County Managed Lands  
 Water

Did you know?



Specific environment-enhancing design elements being implemented by the Land Department include the reservation of appropriate tree spacing, food sources for area animals and trees around den areas.

Other initiatives include creating buffering around eagle, osprey, heron and goshawk nests and re-vegetation of roads and landings with grass or clover to provide forest openings.

Other projects currently underway enhance other populations of threatened and endangered species.

91%

91 percent of all 911 calls made in 2005 were answered within 1-5 seconds. This accounts for more than 109,994 calls answered by the Duluth call center and 26,188 calls answered by the Virginia call center.

Of the 119,750 calls to Duluth, 97.7% were answered in less than 10 seconds. Of the 28,939 calls to Virginia, 97.2% were answered in less than 10 seconds.

St. Louis County 911 serves 180 jurisdictions by dispatching Emergency Medical Services (EMS), ambulance and fire. The County maintains two emergency communications centers to ensure a back-up should the main call office be unavailable for any reason.



YOUR HEALTH & SAFETY



Did you know?

In 2005, to support the varied mission of the Volunteer Rescue Squad, members engaged in over 3,000 hours of training during the year.

Members also presented 15 public safety talks and 33 displays throughout St. Louis County communities.

### *Highly Trained & Prepared Sheriff's Office*

The mission of the St. Louis County Sheriff's Office is to protect and serve St. Louis County with professionalism and pride; to enhance the quality of life for the citizens of St. Louis County by providing a safe, stable environment in which families and businesses can thrive.

The Sheriff's office is responsible for all law enforcement activities in the unincorporated areas of St. Louis County and cities of Mountain Iron, Aurora, Buhl, and Kinney. They are also responsible for County public safety including:

- Boat and Water Safety;
- Medical Examiner;
- Law Enforcement (Patrol, Investigations, Court);
- County Jail;
- 911 Communication; and
- Homeland Security/Emergency Management.



### *Sheriff's Volunteer Rescue Squad*

The Volunteer Rescue Squad enhances the Sheriff's ability to serve citizens and visitors in St. Louis County during emergencies and disasters. Founded in 1958, it is a separate 501(c)(3) non-profit organization. Over 50 members make up the teams based in the Duluth and Cook areas. These members respond to a variety of emergencies.

The St. Louis County Volunteer Rescue Squad is funded through the generous support of the County and businesses and individuals who donate during annual fundraising drives.

In 2005, squad members participated in 312 operations with volunteers donating over 22,101 volunteer hours.

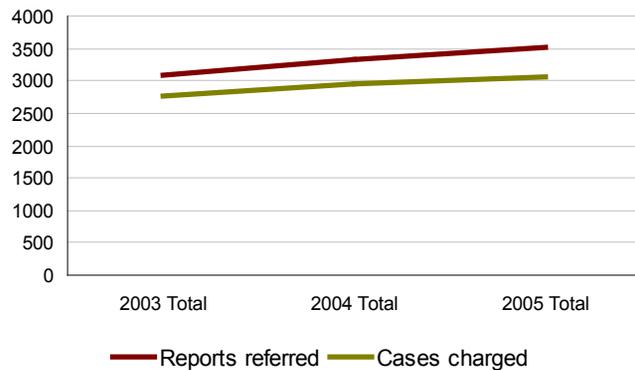
SLC Rescue Squad Recent Operations			
	Year 2003	Year 2004	Year 2005
Total Calls	297	302	312
Total Hours	21,588	25,008	22,101
Wilderness Operations	65	74	72
Water Operations	50	47	62
Traffic Accidents	128	137	135
Medical Emergencies	23	25	28
Miscellaneous	23	11	9
Tactical Response Team Support	8	8	6

### Leading the Region in Health & Safety

Case numbers for criminals charged by the St. Louis County Attorney's Office have risen over the past three years, from 2,761 cases charged in 2003 to 3,068 cases charged in 2005.

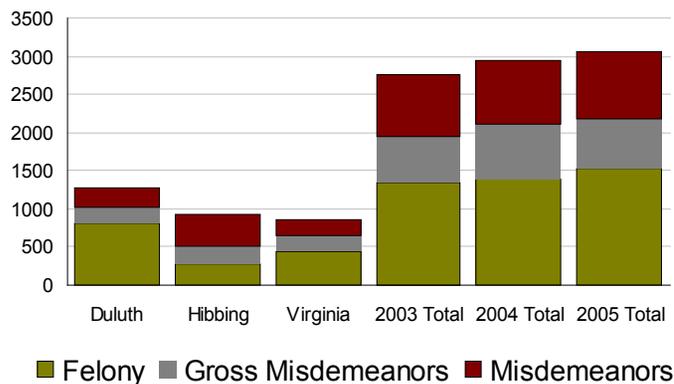
### Criminal Statistics

2003-2005



Of the reports referred in 2005, 59% were felonies, 18% were gross misdemeanors and 23% were misdemeanors. Proportionately, of the total cases charged in 2005, 63% were felonies, 17% were gross misdemeanors and 20% were misdemeanors.

### Cases Charged

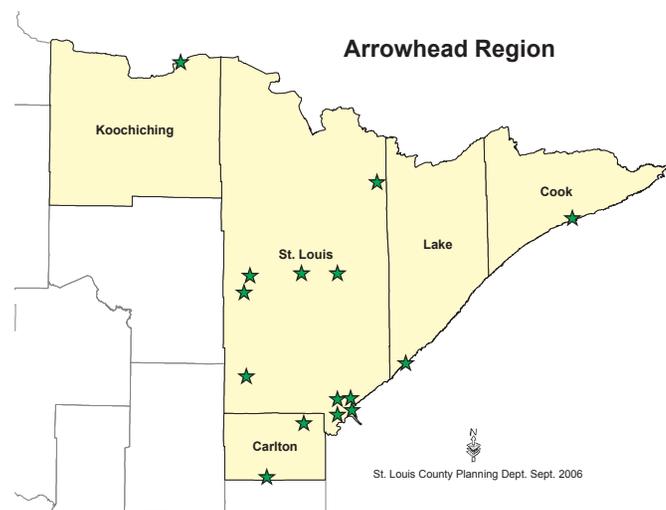


In order to continue to lead the region in health and safety, the St. Louis County Sheriff's and Attorney's Offices are playing a key role in the NEMESIS Criminal Justice Information System. NEMESIS stands for "North East Minnesota Enforcement and Safety Information System." This integrated criminal justice data system is designed to provide a central resource for tracking information regarding people, incidents and cases through the criminal justice system.

**Goal: To improve the safety and security of our communities by using intelligent information systems.**

Participating criminal justice agencies have quick access to information about criminals and crimes that have occurred in other jurisdictions.

The NEMESIS system created a partnership with other area criminal justice agencies pictured below.



The St. Louis County Attorney's Office is committed to providing the necessary prosecution to combat the current drug problem in St. Louis County and meet established time periods for the charging and speedy trial or diversion of appropriate drug cases.

Drug Court is a collaborative effort between the judiciary, prosecution, public defender, law enforcement, corrections (probation), social services, treatment providers and community supporters. It attempts to reduce illicit drug use by intensive supervision and chemical dependency treatment of nonviolent drug offenders and by imposing immediate sanctions and rewards upon these offenders before and after conviction of low level drug charges.

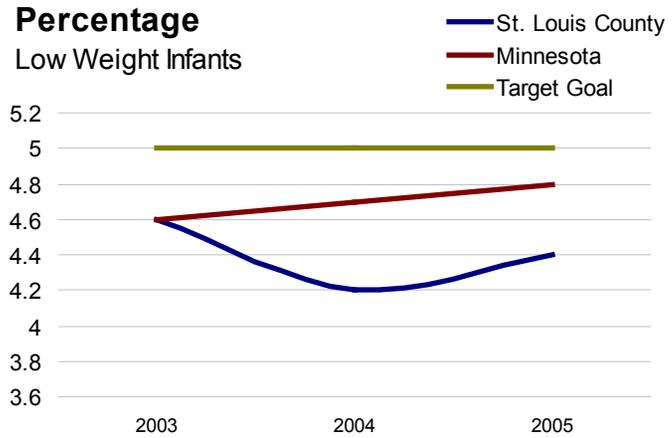


Chris Jensen Health and Rehabilitation Center is continually assessing the needs and expectations of the senior citizens who call the facility home. Part of the 2005 Resident Satisfaction Survey asked residents the following question to assess their satisfaction with weekend activities and weekend activity staff: "Do the people who work here know what you are interested in and what you like?" In the 2005 Survey 76% of the residents responded they were satisfied.

Chris Jensen has also implemented a quality improvement team working on ways to improve how well staff know the residents and their preferences.

### *Improving People's Lives through Healthy Communities*

The health of infants and children is a reflection of the overall health of a community and a predictor of the health of the next generation. Assuring that all babies get a healthy start in life depends on planning and preparation before pregnancy, early and comprehensive prenatal care, and support for a healthy lifestyle throughout pregnancy and beyond. For example, most of the major risk factors contributing to infant mortality, low birth weight and long-term health problems are preventable. By improving birth outcomes, St. Louis County's children will grow up to be healthy, productive and contributing residents.



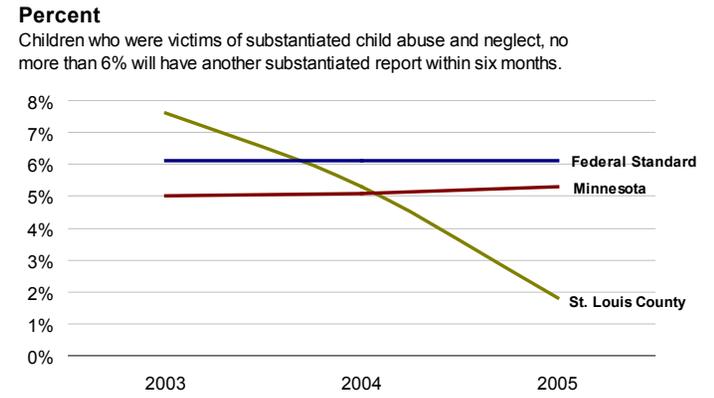
As is clear from the graph above, St. Louis County is far below both the target goal and state average.

### *Protecting the Vulnerable*

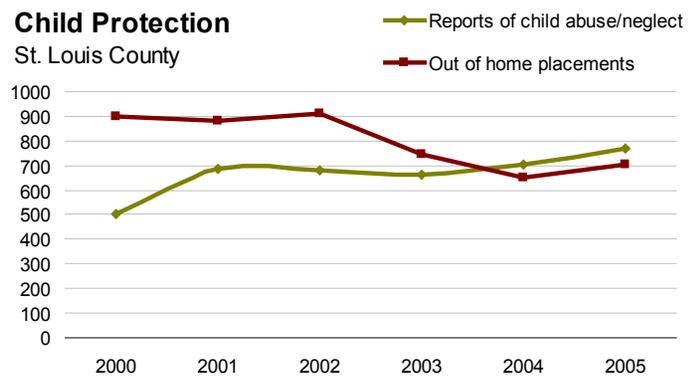
Another focus of Public Health and Human Services is protecting children and vulnerable adults.

### *Goal: Of children who were victims of substantiated child abuse and neglect, no more than 6% will have another substantiated report within 6 months.*

Since 2003, the percentage of children with second reports has been steadily declining and is far below the federal standard and state levels.



Public Health and Human Services wants to safely maintain children in their own homes whenever possible and appropriate. Out of home placement is only used when it is determined that a child cannot be kept safely in his or her own home.



The decline in out of home placements seen in the graph at left shows that the County has improved its ability to keep children safe through providing services to the family while the child continues with the family. Public Health and Human Services protects children by working with families to enhance their strengths and improve their ability to provide for them.

### Helping People out of Poverty

The Minnesota Family Investment Program, or MFIP, went into effect in 1998, replacing the Aid to Families with Dependent Children (AFDC) program. Its authorizing legislation expressed the intents to reduce and prevent welfare dependency, and reduce child and family poverty. It is a “Work First” model that expects, supports and rewards work.

MFIP Average Monthly Cases & Payments				
	2003	2004	2005	% change
<b>Cases</b>				
St. Louis County	2406	2141	1657	-31%
Minnesota	44,936	41,420	35,087	-22%
<b>Payment</b>				
St. Louis County	\$577	\$552	\$549	-5.0%
Minnesota	\$620	\$604	\$618	-0.3%

While MFIP is helping, 13% of children in St. Louis County still live below the poverty line. The average MFIP payment of \$549/month must cover rent, clothing, transportation, personal needs and school supplies. The average MFIP recipient is involved with the program for two years.

### Working to End Homelessness

St. Louis County’s Committee to End Homelessness is working to establish a vision and goals to address homelessness throughout the County.

Some of the results achieved through 2004 are highlighted below.

Goals and Results Achieved
70% of those receiving assistance to retain current housing will not be homeless 6 months after receipt. <i>78%, or 503 households, remained stable in their housing</i>
70% of those receiving assistance to be re-housed will not be homeless 6 months after receiving assistance. <i>65%, or 198 households, were stable in new housing</i>
70% of those entering shelters will be in permanent housing within 30 days. <i>70%, or 148 households, were in housing within 30 days; 85%, or 169, were in housing within 45 days</i>
70% of individuals and families who were previously homeless and receive services will not be homeless 6 months after receiving services. <i>80%, or 382 households, served were stabilized in housing 6 months after receiving services</i>

Did you know?

In order to ensure public health preparedness and an effective bioterrorism response in case of emergency, St. Louis County provides leadership for public health preparedness activities.

Did you know?

Over the last three years (2003–2005), St. Louis County Public Health staff have conducted 29 training sessions and 17 training exercises for the local, regional and state partners participating in planning with the St. Louis County Public Health Preparedness Coordinator.

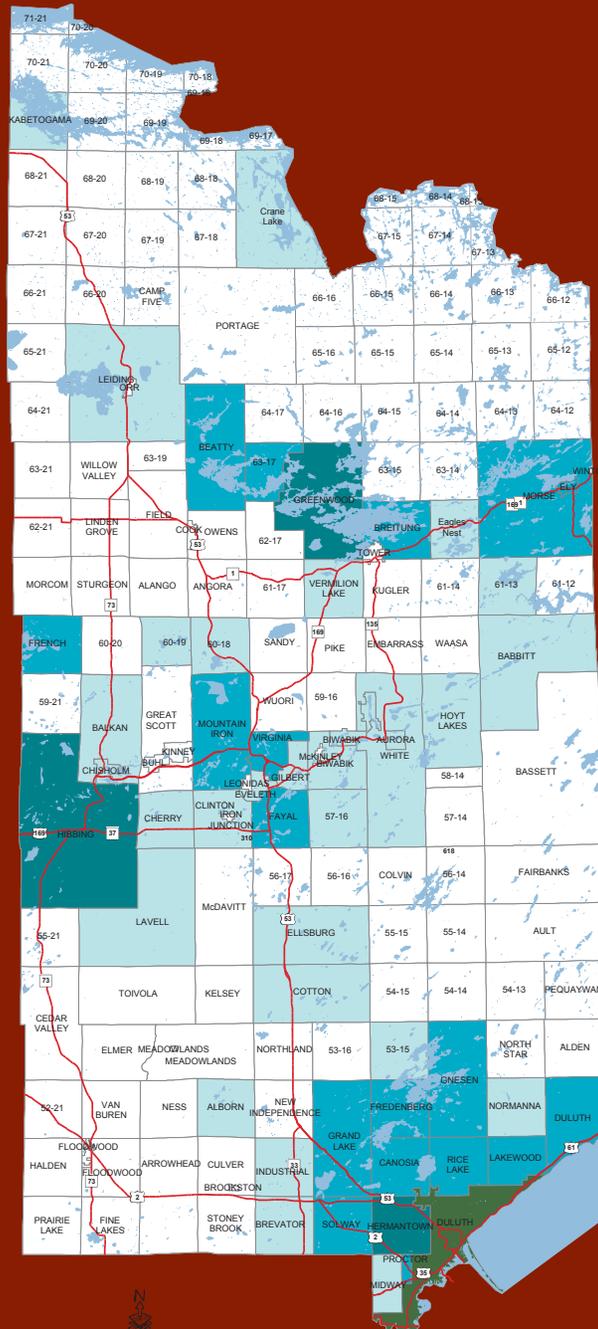
In addition, the Sheriff’s Office regularly meets with local, state and federal agencies to coordinate Homeland Security planning within the County.

# 53.6

The total estimated market value for all taxable properties in St. Louis County has grown by 53.6% since 2002. The graph at left shows the increase in total value by City, Village or Township (CVT).

The County Assessor's Office is responsible for the assessment of all taxable properties within the County. The City of Duluth conducts its own assessments and files them with the County. The estimated market value and classification of all properties is stored within the Assessor's new internet site which provides user-friendly data for frequently asked questions from both taxpayers and real estate professionals. Visit: the Assessor's web site at: <http://www.co.st-louis.mn.us/slcportal/tabid/198/Default.aspx>.

YOUR HOME



## Legend

### Total Value by CVT

- Less than 41 million
- Between 41 and 134 million
- Between 134 and 361 million
- Between 361 and 692 million
- Between 692 and 5.2 billion



YOUR HOME



The St. Louis County Planning Department regulates land use to encourage the most appropriate use of property while preserving economic and environmental value. To accomplish this task, the Planning Department requires land use permits for: homes/cabins, additions, accessory buildings (garages, sheds, gazebos, screenhouses, saunas, boathouses, and storage buildings), borrow pits, commercial uses, decks, industrial uses, change in use, land alterations to shoreland, home-based businesses, junk/salvage yards, mobile homes, replacing one structure with another, remodeling, signs, bunkhouses and other special situations.

### ***Ensuring the Safety of our Environment***

In order to ensure the safety of water in St. Louis County, Individual Sewage Treatment System (ISTS) permits are issued in rural areas having no public sewer. Permits are issued for new construction and for the expanded use of existing construction.

**Goal: 100% of all new individual sewage treatment systems (ISTS) will have permits.**

This goal has been achieved partly due to excellent interdepartmental cooperation between Public Health and Human Services and the Planning Department.

ISTS Permits Issued		
Year 2003	Year 2004	Year 2005
982	937	870



### ***Streamlining Processes***

The St. Louis County Planning Department is committed to good customer service, by improving and streamlining land use permit systems.

**Goal: Improve and streamline land-use permit application process**

The Planning Department's land-use permit administration provides complete, clear and timely customer service by reducing the time to approve or deny land-use permit applications. 95% of land-use permit applications will be approved or denied within 5 business days.

For additional information related to Planning, visit: <http://www.co.st-louis.mn.us/slcportal/tabid/79/Default.aspx>.

*Did you know?*

St. Louis County Public Works also administers permits to County citizens. In 2005, Public Works granted:

- 192 utility permits,
- 189 driveway permits, and
- 18 special event permits.

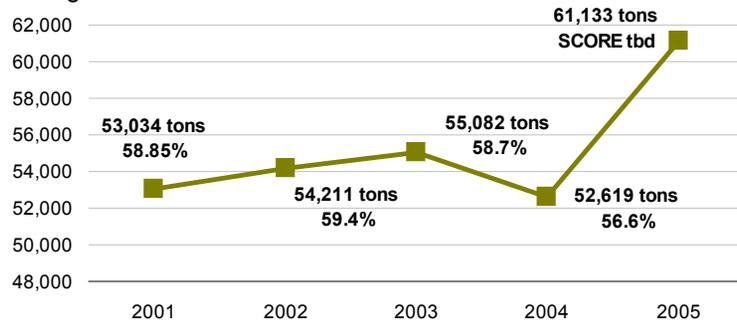
### *Protecting the Environment for your Home*

St. Louis County Solid Waste provides recycling opportunities by offering 47 recycling drop-off sites County-wide and by supporting 8 city curbside recycling programs.

Total tons recycled have increased over the last 5 years as shown in the graph below. The State of Minnesota's rating for St. Louis County, listed in percents on the graph below, is the percent of waste recycled compared to the total amount of solid waste generated within the County's Solid Waste Management Area. The total tons recycled by St. Louis County does not include numbers for Duluth, which is in the Western Lake Superior Sanitary District.

### **Waste Stream Recycling**

Tonnage & Percent



**Goal: Reduce the number of garbage burn barrels in the County.**

One of the County Solid Waste Department's latest informational campaigns aims to reduce the number of garbage burn barrels in the County.

Four billboards have been posted to educate the public about the adverse impact of burning garbage, funded by the County, the Department of Natural Resources and the Minnesota Pollution Control Agency. Educational materials are being developed for local fire departments to assist them in educating citizens on the hazards and health effects from illegal burning.

### *Building Community, Building Homes*

St. Louis County administers funding and provides technical assistance for community development initiatives that build affordable housing in the region. Since 2002, the County has participated in the following community development projects, creating important housing units for seniors, families and youth:

	Meadowlands	12 unit senior rental
	Androy Hotel, Hibbing	48 unit senior rental
	Lincoln Square Apartments, Chisholm	38 unit mixed rental
	Bay View Housing, Orr	12 unit family rental
	CGDO in Chisholm, Eveleth, Virginia, Kelly Lake, Ely and Hibbing	20 units single family housing
	Italian American Building, Evelth	12 unit homeless rental
	Bill's House, Virginia	12 unit homeless shelter & transitional
	Life House, Proctor	5 unit youth transitional housing
	North Star Addition, Tower	19 single family lots (40 planned)



The St. Louis County Planning Department's Community Development division administers state and federal funding for various initiatives throughout the County.

Community Development Block Grant (CDBG) funds are devoted to four general categories, Housing, Economic Development, Physical Improvement; and Public Service.

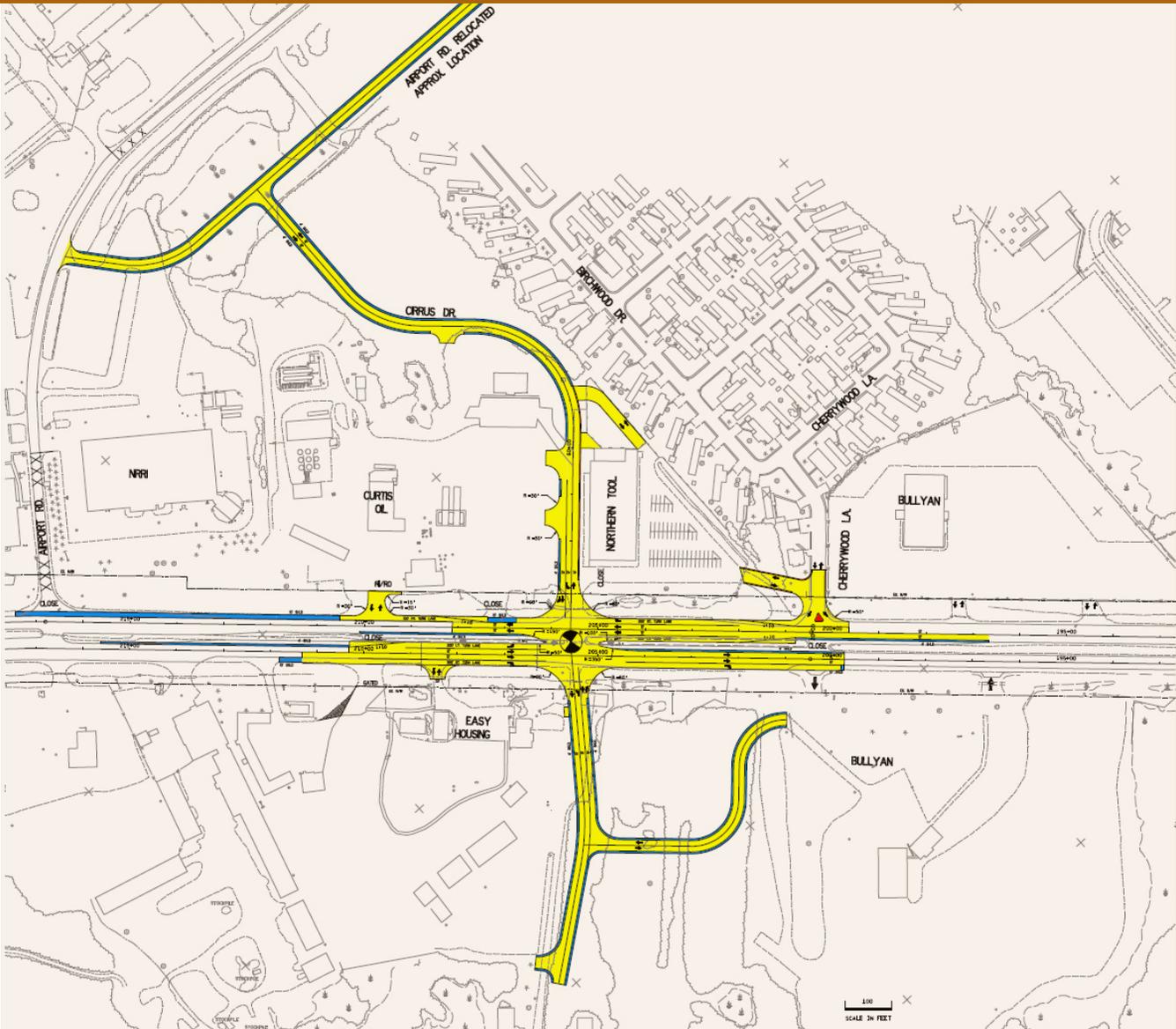
Home Investment Partnership Program (HOME) funds promote affordable housing, Emergency Shelter Grant (ESG) funds homeless assistance programs and the State Family Homeless Prevention and Assistance (FHPAP) funds are used to fund homeless prevention/support services

# CSAH #1

County State Aid Highway #1 (CSAH #1) (Cirrus Drive) is a new planned connection between Trunk Highway (TH) #53 and Airport Road and is part of the Cirrus Drive/Airport Road/TH#53 project that will be constructed next year.

A variety of funding types are being utilized to deliver the Cirrus Drive/Airport Road Economic Development Initiative. The St. Louis County Board has approved the use of \$500,000 in Community Development Block Grant funding to make the project possible. This project is a partnership between St. Louis County, the Minnesota Department of Transportation (MnDOT), the City of Duluth and the City of Hermantown. The project will implement required improvements for highway access and related public safety concerns with the planned Cirrus Design Corporation expansion. Through this expansion, Cirrus expects an increase of 220 employees.

TH#53 is a principal arterial and an inter-regional corridor. CSAH #1 will connect TH#53 with Airport Road and provide a less hazardous access to Airport Road for this and future business expansions. After construction is completed, CSAH #1 will be turned over to the City of Hermantown and become a Hermantown Municipal State Aid Street.



YOUR BUSINESS



The St. Louis County Civil Service/Personnel Department is responsible for recruiting and retaining qualified employees. 167 new employees were hired in 2005 to refill existing positions in the County's workforce of approximately 2050.

Female staff filled 28 of the 92, or 30.4%, of the management positions in the County.

Currently, minorities make up 2.9% of the County workforce, while St. Louis County is made up of 4.52% minorities. The County is making every effort to mirror this representation in the County workforce.

### Community Development Investments

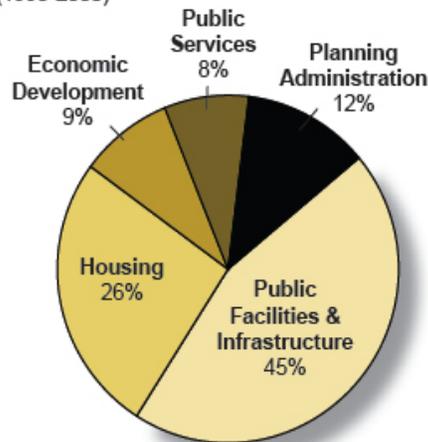
Between 1993 and 2005, over \$39 million was invested in St. Louis County by the Community Development Block Grant (CDBG) program. The CDBG program began under Title I of the U.S. Housing and Community Development Act of 1974. CDBG objectives are to develop viable communities that provide:

- decent, safe and sanitary housing;
- a suitable living environment; and
- expand economic opportunities for persons of low- and moderate-income.

St. Louis County awards CDBG funding to eligible communities and non-profit organizations through a competitive application process with funding recommendations from a citizen advisory committee.

**Goal: To assist low- and moderate-income St. Louis County residents.**

CDBG Allocation by Activity (1993-2005)



90% of St. Louis County CDBG funds assist low- and moderate-income residents. Over \$17 million of CDBG funding has been invested in public facilities and infrastructure in St. Louis County. Examples of these projects include:

- Remediation of brownfield conditions on Highway 53 corridor and downtown park area in Virginia;
- Hoyt Lakes/Ely Economic Development Corridor;
- Progress Park developments in Virginia and Eveleth;
- North American Bear Center in Ely; and
- South Industrial Park and Occupational Development Center in Buhl.

The County plays a variety of roles in these projects, ranging from providing financing, technical expertise and infrastructure. Other private and public sector community partners play important roles in making these projects possible.



### *Promoting Efficient Economic Use of Land*

The Land Department continually evaluates the highest and best use of the lands it manages by classifying lands for retention or sale. This classification must encourage land use that will:

- facilitate the economical and adequate provision of transportation, roads, water supply, drainage, sanitation, education, and recreation;
- reduce governmental expenditures;
- conserve and develop the natural resources; and
- foster and develop agriculture and other industries in the districts and places best suited to them.

With implementation of a Land Classification Plan and cooperation with local municipalities, select parcels are identified as better suited for private ownership. Sale of these lands not only provides for business opportunities, but affords local municipalities access to land for a variety of public and economic development purposes.

Did you know?

Resource management activities on the 900,000 acres of tax forfeited lands in St. Louis County provide business opportunities for numerous loggers and contributes natural resources to a \$6.9 billion industry in Minnesota. Excess revenues generated by the department are distributed each year to the County, school districts and cities and townships. In the last 5 years, this amounted to over \$25 million.

### *New Technology to Facilitate Business*

The St. Louis County Purchasing Department's mission is to acquire the highest quality materials and services at the lowest price while maximizing the opportunity for participation by local vendors.

St. Louis County Purchasing Department has instituted the DemandStar on-line system to provide current information to potential contractors, consultants, and other types of vendors, as well as the general public. This system allows potential vendors to access the information 24 hours a day, 7 days a week. In addition, the Purchasing Department also accepts written bids and works with vendors to facilitate access to DemandStar.

Working with technological applications like DemandStar helps St. Louis County:

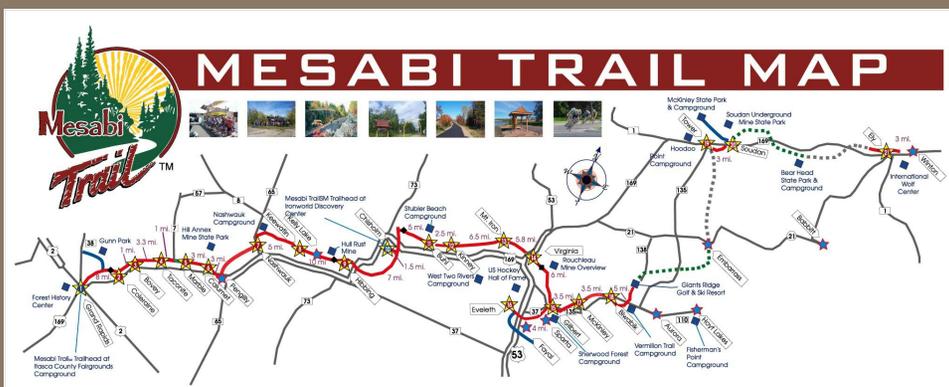
- access more qualified buyers;
- increase staff productivity; and
- save money.

All Purchasing Department buyers are certified with the National Institute of Government Purchasing. This is just one step in the Department's commitment to establishing itself as one of the leaders in state procurement functions.



St. Louis County has a purchasing policy that encourages working with local businesses. Of purchases over \$50,000, 70% is purchased within St. Louis County, saving residents money and providing business for area companies.

YOUR VACATION



# 140

When completed next year, the Mesabi Trail will provide 140 miles of paved bicycle paths, the longest paved trail in the United States.

The Mesabi Trail is the result of the vision and dedication of regional residents, led by the St. Louis & Lake County Regional Railroad Authority. The ongoing efforts to plot a visually exciting and technically “ridable” route have included the valuable assistance of individuals, corporate sponsors, volunteers and trail enthusiasts alike.

Together, we’ve worked to bring the Mesabi Trail dream to reality. The trail offers over 140 miles of diverse scenery and trail terrain, and provides excellent opportunities to learn about the region’s history and culture. There’s no other bike trail like it in the country, and we hope visitors will appreciate the meticulous maintenance and improvement efforts that keep the Mesabi Trail in excellent riding shape.

Visit <http://www.mesabitrail.com/> for more information.



St. Louis County helps to fund the St. Louis County 4-H Camp on Lake Eshquagama. For more information about the 4-H camp and its programs for youth and adults, visit: <http://www.4hcampmn.com/>

In addition, the County provides funding for the St. Louis County Fair (in Hibbing) and the South St. Louis County Fair (in Proctor).

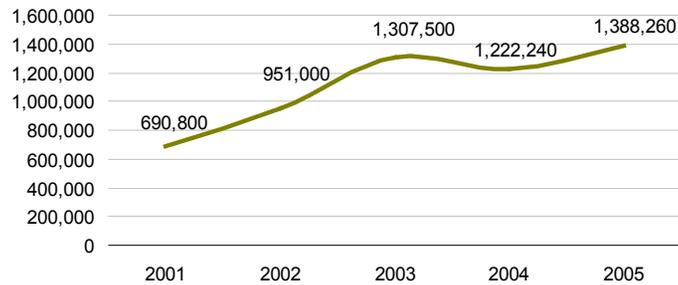
### *Managing our Natural Resources for All to Enjoy*

The Land Department carefully manages the natural resources on St. Louis County land in order to preserve and enhance their beauty and security for citizens, businesses and visitors.

Although timber sales and sale of tax-forfeited land is a source of revenue for the County, the Land Department is proactive about reforestation.

#### **Seedlings**

(Number of Trees)



### *“Picture Yourself in History”*

As part of St. Louis County’s 150th Anniversary celebratory and educational events, the History Train brought a new exhibit about St. Louis County’s rich history as it visited communities throughout the County. Thousands of visitors toured the renovated rail car, which invited them to ‘picture themselves in history’. This September the train will become part of a permanent exhibit in the Duluth Depot.

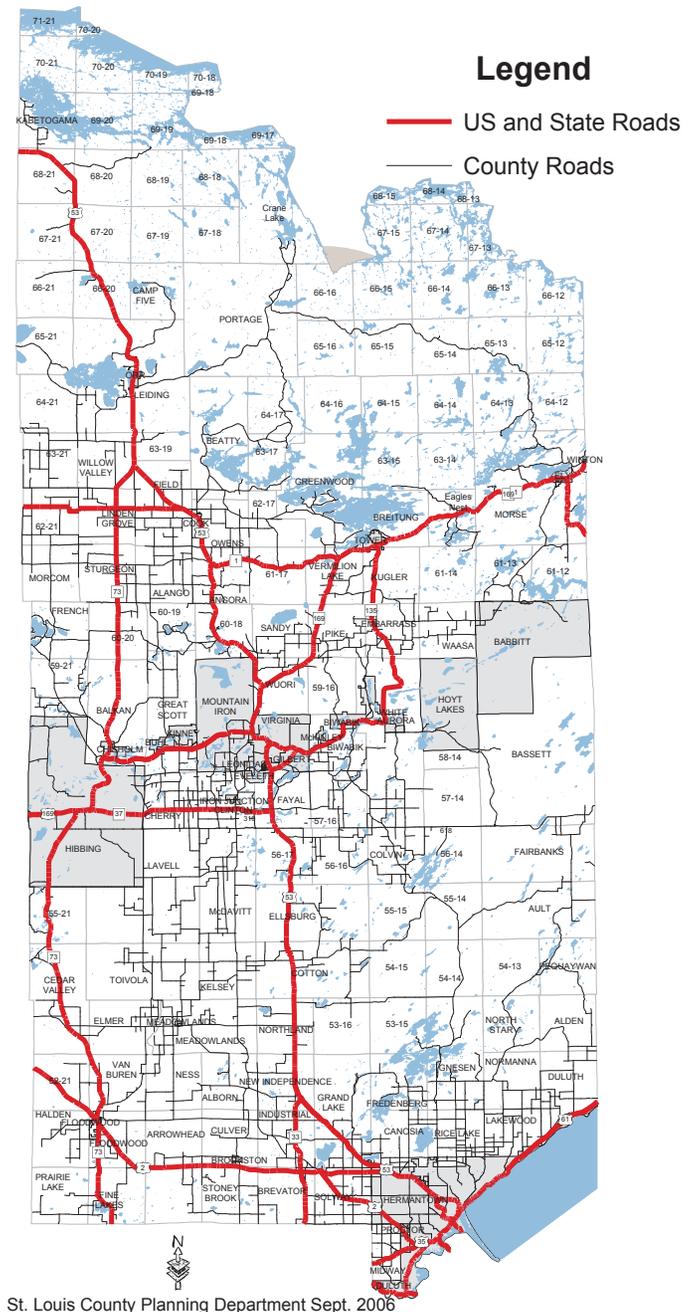
Other St. Louis County 150th Anniversary commemorative events include a time capsule and special celebrations. Please visit the web site for more information: <http://www.co.st-louis.mn.us/slcportal/tabid/548/Default.aspx>.

## Keeping You Safe on our Highways

In its efforts maintaining the quality and safety of St. Louis County highways, the Public Works Department is also responsible for other safety initiatives:

- 41,000 roadside and traffic signs are installed, repaired and maintained. As they are replaced, signs are updated with the latest innovations in color, size and type.
- Intersections without traffic lights are being illuminated to enhance safety. The Department is responsible for traffic signals and other lighted intersections.
- Railroad crossing intersections are being updated with active warning lights to enhance the safety of travellers.
- \$100,000-\$200,000 is spent annually on County road guard rails.
- Bridge inspections for County and township bridges have shown that the County has a lower number of deficient bridges than national and state averages.

St. Louis County Sheriff's Deputies and the Minnesota State Patrol, as well as local police departments, monitor major highways and roads in the County. Increased enforcement has led to reduced traffic accidents and deaths. Commercial vehicle enforcement activities have saved wear and tear on County roads.



*Did you know?*

St. Louis County Land Department manages 900,000 acres of tax-forfeited land.

All lands managed by the County are open to use for hunting, hiking, ATV use on marked existing trails, berry picking and other recreational activities. The Department also provides Recreational Grants to local units of government for a variety of projects.

The Sheriff's Office patrols the County's waterways, ATV and snowmobile trails to enhance seasonal recreation safety.

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*With special thanks to Darren  
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