

**DAKOTA COUNTY
COMMUNITY SERVICES COMMITTEE OF THE WHOLE**

February 9, 2021

9:00 AM

Boardroom, Administration Center, Hastings, MN

View Live Broadcast

<https://www.co.dakota.mn.us/Government/BoardMeetings/CSCCommittee/Pages/default.aspx>

If you wish to speak to an agenda item or an item not on the agenda, please notify the Clerk to the Board via email at CountyAdmin@co.dakota.mn.us

Emails must be received by 7:30am Tuesday, February 9, 2021.

Instructions on how to participate will be sent to anyone interested.

1. Call To Order And Roll Call

Note: Any action taken by this Committee of the Whole constitutes a recommendation to the County Board.

2. Audience

Anyone in the audience wishing to address the Committee on an item not on the Agenda or an item on the Consent Agenda may send comments to CountyAdmin@co.dakota.mn.us and instructions will be given to participate during the meeting. Comments are limited to five minutes. **Public Comment can be sent to CountyAdmin@co.dakota.mn.us**

3. Approval Of Agenda (Additions/Corrections/Deletions)

4. Consent Agenda

4.1 Approval Of Minutes Of Meeting Held On January 12, 2021 3

4.2 Social Services - Authorization To Amend Contract With The Link For Hotel Sheltering And Housing Search Services 9

5. Regular Agenda

5.1 Social Services - Authorization To Amend Contract With Bluestone Physician Services, P.A. And Update On COVID-19 Testing And Vaccinations In Long-Term Care And Congregate Care Sites 13

5.2 Social Services - Update On DakotaLink Transportation Pilot And Direction On Next Steps 23

6. Community Services Directors Report

7. Adjournment

For more information please call 651-554-5742.

Committee of the Whole agendas are available online at

<https://www.co.dakota.mn.us/Government/BoardMeetings/Pages/default.aspx>

Public Comment can be sent to CountyAdmin@co.dakota.mn.us

**DAKOTA COUNTY
COMMUNITY SERVICES COMMITTEE OF THE WHOLE**

Meeting Minutes

January 12, 2021

Boardroom, Administration Center and Videoconference

Call To Order And Roll Call

Commissioner Mike Slavik

Commissioner Kathleen A. Gaylord

Commissioner Joe Atkins

Commissioner Liz Workman

Commissioner Mary Liz Holberg

Commissioner Laurie Halverson

Commissioner Mary Hamann-Roland

Also in attendance: Matt Smith, County Manager; Jen Wolf, Assistant County Attorney; Marti Fischbach, Community Services Division Director; Colleen Collette, Administrative Coordinator.

Due to the local state of emergency and social distancing, Commissioners participated in this meeting in a hybrid manner, via both virtual and in-person. The Board meeting was conducted under Minn. Stat. § 13D.021.

The meeting was called to order at 9:00 a.m. by the Chair, Commissioner Joe Atkins.

Video of this meeting is available on the Dakota County [website](#). The audio of this meeting is available upon request.

Audience

The Chair, Commissioner Joe Atkins, noted that all public comments can be sent to countyadmin@co.dakota.mn.us

As of 8:00 a.m. on January 12, 2021, none were received.

Approval Of Agenda (Additions/Corrections/Deletions)

On a motion by Commissioner Mary Hamann-Roland, seconded by Commissioner Kathleen A. Gaylord, the agenda was unanimously approved.

Consent Agenda

On a motion by Commissioner Kathleen A. Gaylord, seconded by Commissioner Laurie Halverson, the consent agenda was unanimously approved as follows:

4.1 Approval Of Minutes Of Meeting Held On December 8, 2020

4.2 Authorization To Execute Contract With YMCA Of The Greater Twin Cities For Drop-In Child Care Services

WHEREAS, the Community Service Division has provided drop-in child care services at the Northern Service Center for many years to assist Dakota County customers accessing services; and

WHEREAS, by Resolution No. 15-588 (November 17, 2015), the County Board authorized execution of a contract

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with the YMCA of the Greater Twin Cities (YMCA) for the period of January 1, 2016 through December 31, 2016, for the provision of drop-in child care services; and

WHEREAS, the Dakota County Services Division issued a Request for Proposal (RFP) on September 19, 2016, and one proposal was received in response to the RFP; and

WHEREAS, a team comprised of multidisciplinary County staff reviewed the proposal and recommended the contract be awarded to the YMCA for drop-in child care services; and

WHEREAS, by Resolution No. 16-599 (November 29, 2016), the County Board authorized execution of a contract with the YMCA for the period of January 1, 2017 through December 31, 2017, for the provision of drop-in child care services; and

WHEREAS, by Resolution No.17-573 (November 14, 2017), the County Board authorized execution of a contract with the YMCA for the period of January 1, 2018 through December 31, 2020, for the provision of drop-in child care services; and

WHEREAS, YMCA staff must observe approved policies and procedures in accepting and releasing children for care, explaining policies and procedures to parents or guardians regarding use of the services, and caring for children in a safe, developmentally appropriate manner that provides a positive experience for children while at the Center; and

WHEREAS, staff recommends executing a contract with the YMCA in a not to exceed amount of \$159,491 for the period of January 1, 2021 through December 31, 2022.

NOW, THEREFORE, BE IT RESOLVED, That the Dakota County Board of Commissioners hereby authorizes the Community Services Director to execute a contract with the YMCA of the Greater Twin Cities for drop-in child care services in a not to exceed amount of \$159,491 for the period of January 1, 2021 through December 31, 2022, to be reimbursed at a rate of \$6,645.46 per month, totaling the respective contract amount, subject to approval by the County Attorney's Office as to form; and

BE IT FURTHER RESOLVED, That the contract shall contain a provision that allows the County to immediately terminate the contract in the event sufficient funds from county, state, or federal sources are not appropriated at a level sufficient to allow payment of the amounts due; and

BE IT FURTHER RESOLVED, That the Community Services Director is hereby authorized to amend said contract, within the amount budgeted, to alter the number and types clients served, type of services provided, contract amount, and contract term, consistent with County contracting policies, subject to approval by the County Attorney's Office as to form; and

BE IT FURTHER RESOLVED, That the contract amount authorized for the period of January 1, 2021 through December 31, 2022, shall be increased by the inflation rate used in the Dakota County budget process as authorized by the Dakota County Board of Commissioners effective January 1 of each year as applicable.

4.3 Authorization To Execute Lease Agreement Between Dakota County And Hastings Family Service For Office Space

WHEREAS, by Resolution No. 18-485 (September 18, 2018), the Dakota County Board must approve all leases; and

WHEREAS, in 2015, Dakota County's Department of Employment and Economic Assistance (E&EA) modified their service model to increase client access by relocating existing staff resources, which in part involved expanding

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services to allow access to all public assistance programs to Hastings residents; and

WHEREAS, by Resolution No. 17-632 (December 12, 2017), the Dakota County Board of Commissioners authorized the execution of a lease agreement with Hastings Family Service for office space located at 301 2nd Street East, Hastings, MN 55033; and

WHEREAS, the lease agreement involved approximately 100 square feet of space, included rental rates that remained unchanged during the duration of the lease, and was consistent with the County's interest in providing public assistance related services; and

WHEREAS, Dakota County Facilities Management, along with E&EA staff and Hastings Family Service, have agreed to the new lease terms; and

WHEREAS, the rental rates will remain unchanged during the duration of the lease; and

WHEREAS, the County Board continues to find that the lease is consistent with the County's interest in providing public assistance related services.

NOW, THEREFORE, BE IT RESOLVED, That the Dakota County Board of Commissioners hereby authorizes the Community Services Director to continue a lease agreement with Hastings Family Service for the office space located at 301 2nd Street East, Hastings, MN 55033, according to the following rental rates, subject to approval by the County Attorney's Office as to form:

January 1, 2021 through December 31, 2021	\$2,436 per term, or \$203 per month
January 1, 2022 through December 31, 2022	\$2,436 per term, or \$203 per month
January 1, 2023 through December 31, 2032	\$2,436 per term, or \$203 per month

; and

BE IT FURTHER RESOLVED, That the agreement shall contain a provision that allows the County to immediately terminate the agreement in the event sufficient funds from county, state, or federal sources are not appropriate at a level sufficient to allow payment of the amount due.

4.4 Authorization To Execute Contract Amendment With Eagan Child And Family Clinic, Db a Dakota Child And Family Clinic, For COVID-19 Testing

WHEREAS, in June 2020, Dakota County Public Health (PH) surveyed 48 medical clinics within Dakota County to determine criteria, capability, capacity and interest, and costs associated with COVID-19 testing; and

WHEREAS, by Resolution No. 20-344 (July 14, 2020), the County Board authorized executing a contract with DCFC to conduct COVID-19 testing via a nasal swab in a not to exceed contract amount of \$150,000 for the period beginning upon execution of the contract through December 1, 2020; and

WHEREAS, by Resolution No. 20-453 (September 22, 2020), the County Board authorized executing a contract amendment with DCFC to cover costs of the rental, delivery set-up, and take-down in the amount of \$30,000; and

WHEREAS, the County reimbursed DCFC for the rental costs, funded from the Emergency Management Preparedness Grant Covid-19 Supplemental Grant (EMPG-S); and

WHEREAS, the County Board has determined COVID-19 testing is a necessary and reasonable response to the COVID-19 pandemic, and therefore, executed a new contract with DCFC using PH budget in the amount of \$100,000 for the period beginning upon execution of the contract through January 30, 2021; and

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WHEREAS, PH and DCFC agree that the need for additional clinics will need to take place; and

WHEREAS, staff recommends a contract amendment to increase the contract by an additional \$100,000 for a total not to exceed contract amount of \$200,000 for the period beginning upon execution of the amendment through March 31, 2021.

NOW, THEREFORE, BE IT RESOLVED, That the Dakota County Board of Commissioners hereby authorizes the Community Services Director to execute a contract amendment with Eagan Child and Family Clinic, dba Dakota Child and Family Clinic, to conduct COVID-19 testing via a nasal swab, in a not to exceed contract amount of \$200,000, for the period beginning upon execution of the contract through March 31, 2021, subject to approval by the County Attorney's Office as to form; and

BE IT FURTHER RESOLVED, That the Community Services Director is hereby authorized to amend said contract(s), consistent with the amount budgeted, to alter the number and types of clients served, types of services provided, contract amount and the contract term, consistent with County contracting policies, subject to approval by the County Attorney's Office as to form; and

BE IT FURTHER RESOLVED, That the contract shall contain a provision that allows the County to immediately terminate the contract in the event that funds from county, state, or federal sources are not appropriated at a level sufficient to allow payment of the amounts due; and

BE IT FURTHER RESOLVED, That this program will end immediately in the event that sufficient funds from county, state, or federal sources are no longer available to continue this program.

4.5 Authorization To Respond To Request For Assessment Of Need/Letter Of Support From Nystrom & Associates, Ltd.

WHEREAS, under Minnesota Rule 9530.6800, the need for additional or expanded chemical dependency treatment programs must be determined, in part, based on the recommendation of the county board of commissioners of the county in which the program will be located and the documentation submitted by the applicant at the time of application; and

WHEREAS, under Minnesota Rule 9530.6810, when an applicant for licensure for chemical dependency treatment services requests a written statement of support for a proposed chemical dependency treatment program, the county board of commissioners of the county in which the proposed program is to be located shall submit a statement to the Minnesota Department of Human Services (DHS) Commissioner that either supports or does not support the need for the applicant's program; and

WHEREAS, on December 8, 2020, Dakota County received a request from Kevin Evenson, Director of Substance Use Disorder Treatment Services at Nystrom & Associates, Ltd., requesting a written statement that supports the need for the program; and

WHEREAS, local needs assessment information suggests a need for the type of chemical dependency treatment services proposed; and

WHEREAS, Dakota County is not taking any positions about Nystrom & Associates, Ltd.'s qualifications or ability to meet the identified needs; and

WHEREAS, DHS will process Nystrom & Associates, Ltd.'s request for a license to provide outpatient 245G counseling programs in their location in Dakota County.

NOW, THEREFORE, BE IT RESOLVED, That the Dakota County Board of Commissioners authorizes the Community Services Director to issue a letter to the Minnesota Department of Human Services stating the

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following: "Please consider this letter as Dakota County's support for an outpatient 245G counseling program in Dakota County as proposed by Nystrom & Associates, Ltd."

Regular Agenda

5.1 Health And Human Services Modernization Update

Stephanie Radtke, External Relations and Strategic Initiatives Director, Community Services Division, presented on this item and stood for questions. The item was on the agenda for informational purposes only. No staff direction was given by Committee members.

5.2 Ratify Acceptance Of Award Terms For Federal Emergency Rental Assistance Program Funds

Madeline Kastler, Deputy Director, Social Services, presented on this item and stood for questions.

On a motion by Commissioner Mike Slavik, seconded by Commissioner Mary Hamann-Roland, the following resolution was unanimously recommended to the County Board:

WHEREAS, as part of the recently signed federal Consolidated Appropriations Act, 2021, the Emergency Rental Assistance program makes available \$25 billion to assist households that are unable to pay rent and utilities due to the COVID-19 pandemic and the funds are provided directly to States, U.S. Territories, local governments, and Indian tribes; and

WHEREAS, grantees use the funds to provide assistance to eligible households through existing or newly created rental assistance programs and Emergency Rental Assistance payments will be made directly to local governments with more than 200,000 residents, with details on exact payment amounts forthcoming; and

WHEREAS, not less than 90 percent of awarded funds must be used for direct financial assistance and remaining funds are available for housing stability services, including case management and other services intended to keep households stably housed, and administrative costs, and funds generally expire on December 31, 2021; and

WHEREAS, per recently published guidance from the U.S. Department of the Treasury, an "eligible household" is defined as a renter household in which at least one or more individuals meets the following criteria: Qualifies for unemployment or has experienced a reduction in household income, incurred significant costs, or experienced a financial hardship due to COVID-19; demonstrates a risk of experiencing homelessness or housing instability; and has a household income at or below 80 percent of the area median; and

WHEREAS, eligible households that include an individual who has been unemployed for the 90 days prior to application for assistance and households with income at or below 50 percent of the area median are to be prioritized for assistance; and

WHEREAS, a signed form accepting the award terms is due to the federal government on January 12, 2021 and by Resolution No 20-139 (March 20, 2020), the County Manager is authorized to sign such an agreement to be ratified by the Dakota County Board of Commissioners at a later date; and

WHEREAS, staff will return to the County Board with detailed plans for use of these funds as soon as further guidance and detail (such as the funding amount) become available from the U.S. Department of the Treasury, at which time staff will consider how these newly available funds and timelines intersect with previously authorized funding for similar programming (Resolution No. 20-658; December 15, 2020).

NOW, THEREFORE, BE IT RESOLVED, That the Dakota County Board of Commissioners hereby ratifies acceptance of the award terms for the federal emergency rental assistance program that has been approved by the County Attorney's Office as to form.

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Community Services Directors Report

Marti Fischbach, Division Director, gave a brief update on the progress of vaccinations for COVID-19 in Dakota County. She reported that as of last Sunday, January 10, 8,000 residents have received at least one dose of the vaccine. There are 52 providers in Dakota County who are currently vaccinating those in Phase 1a - Sub-priority 1. That group includes Hospital staff working in in-patient COVID-19 areas, skilled nursing facilities and Emergency Medical Staff.

Ms. Fischbach reminded the Board that there are areas set up as a vaccination clinic at the Western Service Center, and if any would like a tour to contact her or Bonnie Brueshoff, Director of Public Health.

Adjournment

On a motion by Commissioner Mary Liz Holberg, seconded by Commissioner Mike Slavik, the meeting was adjourned at 9:33 a.m.

Respectfully submitted,

Colleen Collette, Administrative Coordinator
Community Services Division

DAKOTA COUNTY COMMUNITY SERVICES COMMITTEE**Authorization To Amend Contract With The Link For Hotel Sheltering And Housing Search Services**

Meeting Date: 2/9/2021	Fiscal/FTE Impact:
Item Type: Consent-Action	<input type="checkbox"/> None <input type="checkbox"/> Other
Division: Community Services	<input checked="" type="checkbox"/> Current budget <input type="checkbox"/> Amendment requested
Department: Social Services	<input type="checkbox"/> New FTE(s) requested
Contact: Henspeter, Evan	Board Goal: A great place to live
Contact Phone: (651) 554-6344	Public Engagement Level: N/A
Prepared by: Kastler, Madeline	

PURPOSE/ACTION REQUESTED

Authorize an amendment to the contract with The Link for hotel sheltering and housing search services.

SUMMARY

With the onset of the COVID-19 pandemic, Dakota County began transitioning congregate emergency shelter for people experiencing homelessness to a hotel shelter model. The rotating church-based shelter operated by Matrix Housing Services transitioned to a 40-unit hotel-based shelter in late March 2020. Since that time, staff has continued to increase hotel shelter capacity to a current total of 104 units: 80 for single adults, 14 for families, and 10 for youth ages 18-24. This brought total shelter capacity to 44 units above the pre-COVID census.

Beginning December 1, 2020, Social Services has continued supporting 90 units of hotel shelter: 50 units with Matrix Housing Services, 30 units with Ally Supportive Services, LLC (Ally), and 10 units with The Link. The Community Action Partnership of Scott, Carver, and Dakota Counties (CAP Agency) continued to support ten hotel shelter units for families through a state grant.

Despite this increase in capacity, need in the community is growing as well. Ally, Dakota County's contracted street outreach provider, reported that outreach contacts have increased by 83 percent between Quarter 1 and Quarter 3 2020 from 168 to 307 individuals served.

Social Services staff have been seeking ways to continue to support existing and new hotel shelter capacity to meet this growing need in 2021. Social Services has executed a contract with Merry Maids to continue supporting deep cleaning services at the congregate shelters in Dakota County, Dakota Woodlands, and the two Lewis House locations. Staff has executed a contract with Ally to add five units of hotel shelter as part of the Encampment Emergency Response Plan. This contract is for \$67,225 through June 30, 2021. The CAP Agency's state grant was fully expended on January 31, 2021. Social Services has executed a contract for \$96,500 with the CAP Agency to continue supporting ten hotel shelter units for families through June 30, 2021. Finally, Social Services has issued a Letter of Interest seeking additional shelter providers, with an emphasis on services for older adults.

By Resolution No. 20-563 (November 17, 2020), the Dakota County Board of Commissioners authorized a contract with The Link for \$300,000 for the period of January 1, 2021 through December 31, 2021. Upon review and in consultation with The Link, it was determined the contract needed to start on December 1, 2020; hence, an additional \$25,000 was added to the contract for a total not to exceed contract amount of \$325,000 for the period of December 1, 2020 through December 31, 2021, with the County Attorney's Office review and approval as to form. Staff requests authorization to support an expansion of shelter from ten to fifteen hotel units with The Link for youth ages 18-24, and to add \$188,000 for a total not to exceed contract amount of \$513,000 for the period of December 1, 2020 through December 31, 2021.

See Attachment A for a chart detailing the hotel shelter providers and their contract information with Dakota County.

RECOMMENDATION

Staff recommends authorization to amend the contract with The Link for hotel sheltering and housing search services to increase the number of hotel units from ten to fifteen, and to add \$188,000 for a total not to exceed contract amount of \$513,000 for the period of December 1, 2020 to December 31, 2021.

EXPLANATION OF FISCAL/FTE IMPACTS

Sufficient funding is authorized in the 2021 Social Services budget for this action. The contract contains a provision that allows the County to immediately terminate the contract in the event sufficient funds from county, state, or federal sources are not appropriated at a level sufficient to allow payment of the amount due.

Supporting Documents:

Attachment A: List of Contracted Hotel Shelter Providers

Previous Board Action(s):

20-563; 11/17/20

RESOLUTION

WHEREAS, with the onset of the COVID-19 pandemic, Dakota County began transitioning congregate emergency shelter for people experiencing homelessness to a hotel shelter model, bringing total shelter capacity in 2020 to 44 units above the pre-COVID census; and

WHEREAS, beginning December 1, 2020, Social Services has continued supporting 90 units of hotel shelter: 50 units with Matrix Housing Services, 30 units with Ally Supportive Services, LLC (Ally), and 10 units with The Link; and

WHEREAS, the Community Action Partnership of Scott, Carver, and Dakota Counties (CAP Agency), continued to support ten hotel shelter units for families through a state grant; and

WHEREAS, Dakota County's contracted street outreach provider reported that outreach contacts have increased by 83 percent between Quarter 1 and Quarter 3 2020 from 168 to 307 individuals served; and

WHEREAS, Social Services staff have been seeking ways to continue to support existing and new hotel shelter capacity to meet this growing need in 2021; and

WHEREAS, by Resolution No. 20-563 (November 17, 2020), the Dakota County Board of Commissioners authorized a contract with The Link for \$300,000 for the period of January 1, 2021 through December 31, 2021; and

WHEREAS, upon review and in consultation with The Link, it was determined the contract needed to start on December 1, 2020; hence, an additional \$25,000 was added to the contract for a total not to exceed contract amount of \$325,000 for the period of December 1, 2020 through December 31, 2021, with the County Attorney's Office review and approval as to form; and

WHEREAS, staff requests authorization to support an expansion of shelter from ten to fifteen hotel units with The Link for youth ages 18-24, and to add \$188,000 for a total not to exceed contract amount of \$513,000 for the period of December 1, 2020 through December 31, 2021.

NOW, THEREFORE, BE IT RESOLVED, That the Dakota County Board of Commissioners hereby authorizes the Community Services Director to amend the contract with The Link for hotel sheltering and housing search services to increase the number of hotel units from ten to fifteen and to add an additional \$188,000 for a total not to exceed contract amount of \$513,000 for the period of December 1, 2020 to December 31, 2021, subject to approval by the County Attorney's Office as to form; and

BE IT FURTHER RESOLVED, That the contract contains a provision that allows the County to immediately terminate the contract in the event sufficient funds from county, state, or federal sources are not appropriated at a level sufficient to allow payment of the amount due.

County Manager's Comments:

- Recommend Action
- Do Not Recommend Action
- Reviewed---No Recommendation
- Reviewed---Information Only
- Submitted at Commissioner Request

Reviewed by (if required):

- County Attorney's Office
- Financial Services
- Risk Management
- Employee Relations
- Information Technology
- Facilities Management



County Manager

Hotel Shelter Providers 2021

Provider	Number of Units	Population Served	Contract Amount	Contract Time Period
Ally Supportive Services	30	Adults 18+	\$858,000	1/1/21-12/31/21
Ally Supportive Services	5	Adults 18+ Encampment Response	\$67,225	1/1/21-6/30/21
Scott Carver Dakota CAP Agency	10	Families with minor children	\$96,800	1/1/21-6/30/21
Matrix Housing Services	50	Adults 18+	\$1,474,761	1/1/21-12/31/21
The Link*	15	Adults 18-24	\$513,000	1/1/21-12/31/21
TOTAL	110		\$3,009,786	

*includes requested amendment

Additional hotel information:

- Contract amounts cover the cost of hotel accommodations and staffing for services during shelter stay, including connection to other needed resources and housing search services.
- Dakota County only pays for hotels used and shelter services provided.
- Providers pay hotels weekly or monthly.
- Formality of the arrangement varies between hotels/shelter providers.
- Rates vary from \$41 -\$70/night (\$1200-\$2100/month).
 - Factors impacting price include location, room size, availability of kitchenette, etc. Generally, the providers are looking for hotels with kitchenettes or at the very least a fridge and microwave, so price is an important factor, but not the only one.

DAKOTA COUNTY COMMUNITY SERVICES COMMITTEE

Authorization To Amend Contract With Bluestone Physician Services, P.A. And Update On COVID-19 Testing And Vaccinations In Long-Term Care And Congregate Care Sites

Meeting Date: 2/9/2021
 Item Type: Regular-Action
 Division: Community Services
 Department: Social Services
 Contact: Henspeter, Evan
 Contact Phone: (651) 554-6344
 Prepared by: Acevedo, Gilbert

Fiscal/FTE Impact:
 None Other
 Current budget Amendment requested
 New FTE(s) requested
 Board Goal: A great place to live
 Public Engagement Level: N/A

PURPOSE/ACTION REQUESTED

Authorize amendment to the contract with Bluestone Physician Services, P.A. (Bluestone) and receive an update on COVID-19 testing and vaccinations in Long-term Care (LTC) and Congregate Care settings in Dakota County.

SUMMARY

COVID-19 has disproportionately impacted LTC and Congregate Care settings in Minnesota and across the nation. According to public health officials, the most effective method of containment in these settings is systemic testing of all residents and staff, appropriate isolation, co-horting for positive cases and vaccination. Dakota County Social Services (SS) staff, in partnership with Dakota County Public Health and the Minnesota Department of Health (MDH), reached out directly to several providers with expertise in this particular service area and selected Bluestone due to their capacity to provide these services in the short, required timeframe.

By Resolution No. 20-308 (June 30, 2020), the Dakota County Board of Commissioners authorized execution of a contract with Bluestone to conduct COVID-19 Community Systemic Testing (CST), laboratory analysis of the specimens and Personal Protective Equipment (PPE) training for the 160 LTC and 380 Congregate Care Settings located in Dakota County by utilizing Federal Coronavirus Aid, Relief, and Economic Security (CARES) Act funds in a not to exceed contract amount of \$1,000,000. On December 1, 2020, the CARES Act funding ended but the need to test continued. With the need for testing and the pending approval of a COVID-19 vaccination, Dakota County initiated a new contract with Bluestone in a not to exceed amount of \$50,000 for the period of December 2, 2020 through December 31, 2021, to ensure continuation of community testing, and include vaccination clinics in LTC and Congregate Care Settings in the County. The contract was amended to increase the not to exceed amount to \$99,000 through existing SS Department funds until such time federal funds became available.

With federal COVID-19 funds now being available, staff recommends amending the current contract with Bluestone to increase the not to exceed contract amount to \$500,000 for the period of December 2, 2020 through December 31, 2021. This will allow Bluestone staff, on a fee-for-service basis, to conduct COVID-19 CST, laboratory analysis of the specimens, PPE training and COVID-19 vaccination for LTC and Congregate Care Settings located in Dakota County. See Attachment A for contract Service Grid.

OUTCOMES

See Attachment B for detailed Outcomes.

How Much: Outreach survey sent to all LTC and Congregate Care sites to gather provider interest in testing, vaccinations and to determine facility testing and vaccination volume.

How Well: Number of COVID-19 tests given between July – December 1, 2020: Residents: 3787 (2.2% positivity rate) and Staff: 2740 (1.8% positivity rate).

Is Anyone Better Off: Survey sent to sites seeking feedback on the overall process resulted in several positive feedback statements on the ease of the process and comments on just-in-time education provided, along with appreciation to essential services connection.

RECOMMENDATION

Staff recommends authorization to amend the contract with Bluestone to increase the not to exceed contract amount of \$500,000 for the period of December 2, 2020 through December 31, 2021, amend the 2021 Non-Departmental budget and amend the 2021 Social Services budget.

EXPLANATION OF FISCAL/FTE IMPACTS

Federal Emergency Management Agency funding will be requested to cover this contract. In the event it does not qualify, staff will return to the County Board to request utilization of other departmental or County funds. The contract shall contain a provision that allows the County to terminate the contracts immediately in the event that sufficient funds from county, state, or federal funds are no longer available at a level sufficient to continue services.

Supporting Documents:
Attachment A: Service Grid
Attachment B: Outcomes

Previous Board Action(s):
20-308; 6/30/20

RESOLUTION

WHEREAS, COVID-19 has disproportionately impacted Long-Term Care (LTC) and Congregate Care Settings in Minnesota and across the nation; and

WHEREAS, according to public health officials, the most effective method of containment in these settings is systemic testing and vaccination of all residents and staff, with appropriate isolation and co-horting for positive cases; and

WHEREAS, Dakota County Social Services staff, in partnership with Dakota County Public Health and the Minnesota Department of Health (MDH), reached out directly to several providers with expertise in this particular service area; and

WHEREAS, Bluestone Physician Services, P.A. (Bluestone), who is currently contracted with MDH, was selected due to their capacity to provide these services in the short, required timeframe; and

WHEREAS, by Resolution No. 20-308 (June 30, 2020), the Dakota County Board of Commissioners authorized a contract with Bluestone to conduct COVID-19 Community Systemic Testing (CST), laboratory analysis of the specimens and Personal Protective Equipment (PPE) training for the 160 LTC and 380 Congregate Care Settings located in Dakota County by utilizing Federal CARES Act funding in a not to exceed contract amount of \$1,000,000; and

WHEREAS, on December 1, 2020, the CARES Act funding ended but the need to test continued and with the pending approval of a COVID-19 vaccination, Dakota County initiated a new contract with Bluestone in a not to exceed contract amount of \$50,000 for the period of December 2, 2020 through December 31, 2021; and

WHEREAS, the contract was amended to increase the not to exceed contract amount to \$99,000 through existing Social Services Department funds until such time federal funds became available; and

WHEREAS, with federal funds being available now, staff recommends an amendment to the current contract with Bluestone to conduct COVID-19 CST, laboratory analysis of the specimens, PPE training and vaccinations for LTC and Congregate Care Settings located in Dakota County, on a fee-for-service basis, in a not to exceed contract amount of \$500,000 for the period of December 2, 2020 through December 31, 2021 with the option to extend through December 31, 2022.

NOW, THEREFORE, BE IT RESOLVED, That the Dakota County Board of Commissioners hereby authorizes the Community Services Director to execute a contract with Bluestone Physician Services, P.A. to conduct COVID-19 Community Systemic Testing, laboratory analysis of the specimens and Personal Protective Equipment training and vaccinations for Long-Term Care and Congregate Care Settings located in Dakota County, on a fee-for-service basis, in a not to exceed contract amount of \$500,000, for the period of December 2, 2020 through December 31, 2021, with the option to extend through December 31, 2022, subject to approval by the County Attorney's Office as to form; and

BE IT FURTHER RESOLVED, That the contract shall contain a provision that allows the County to immediately terminate the contract in the event that funds from county, state, or federal sources are not appropriated at a level sufficient to allow payment of the amounts due.

County Manager's Comments:

- Recommend Action
- Do Not Recommend Action
- Reviewed---No Recommendation
- Reviewed---Information Only
- Submitted at Commissioner Request

Reviewed by (if required):

- County Attorney's Office
- Financial Services
- Risk Management
- Employee Relations
- Information Technology
- Facilities Management



County Manager

**Exhibit 3
Service Grid****COVID-19 Testing and Vaccination Services for Dakota County Residential Care Sites and Designated County Sites****Goals of Program**

Systemic testing of residential care settings and designated County sites, which is defined as all residents and all staff, with appropriate isolation and co-horting strategies, is the most effective method of containment. The Contractor is committed to working with state and counties in testing, medical care, and education to collaboratively combat the spread of COVID-19.

As a primary care clinic, the Contractor's goals are:

- To support the State of Minnesota in providing testing in assisted livings and group home settings in collaboration with County Public Health to provide individual and systemic testing to all residents and staff served in residential and designated settings within Contractor's current primary care assisted living and group home sites.
 - Additional staff/resource development would be required to test in buildings where the Contractor does not provide primary care.
 - Additional designated sites would be required to test, as defined and approved by the County.
- To obtain resources to complete an expansion of Community Systemic Testing (CTS) for Bluestone Physician Services affiliated assisted livings and group homes with potential expansion to assisted living and group home partners.
- To coordinate with Minnesota Department of Health (MDH) and County Public Health to establish best practices in community testing and communication of results, including positive and negatives.

COVID-19 Testing Services**1. Response:**

At the outset of the COVID-19 pandemic, the Contractor began testing current patients who were symptomatic or had an exposure to a known positive. This quickly expanded to testing to the Contractor's non-patients and staff for community partners.

2. Contractor Capabilities**A. Services****1) Community Systemic Testing (CST)**

- a) Contractor will coordinate and provide education for residential and designated care site(s).
- b) Contractor will collaborate with primary care team to obtain orders, assessments/testing, and follow up.
- c) Contractor will facilitate the secure data transfer to obtain resident and staff information for testing clinic.
- d) Contractor will provide coordination of on-site testing clinic(s) for residents and staff by Community Systemic Testing (CST) Coordinator.
- e) Contractor will be providing the following at each on-site testing clinic:
 - § Testing supplies
 - § Appropriate Personal Protection Equipment (PPE)
 - § Swabbing staff and site coordinator
 - § Follow-up by Community Systemic Testing (CST) Coordinator until completion.
 - § Testing results and follow-up (Positive, Negative, and Invalid)
 - § Re-testing following community standards for positive and negative results.

2. Process:

A. Testing and Re-Testing:

- 1) Upon receipt of a request, the following process is initiated:
 - a) Contractor will provide assessment of current positives, isolation practices, and education, regarding resources.
 - b) The Contractor's Community Systemic Testing (CST) coordinator will send a Community Systemic Testing (CST) Spreadsheet via secure email to each residential and designated site's administrators or owner to be completed. The Community Systemic Testing (CST) Spreadsheet contains required information (number of residents and staff) for testing for the residential and designated care site(s).
 - c) Upon receipt of the Community Systemic Testing (CST) Spreadsheet, from the residential and designated site's administrator or owner, to the Contractor, the testing clinic(s) is scheduled based on the number of tests and the availability of staff to assist.
 - d) The Contractor will collaborate with primary care team to obtain orders for assessments/testing.
 - e) The Contractor's staff will complete the testing clinic(s). Each residential and designated care site is responsible for assuring staff and resident attendance for Community Systemic Testing (CST) clinic at the schedule date and time.
 - f) The Contractor will provide the following at each on-site testing clinic:
 - § Testing supplies
 - § Appropriate Personal Protection Equipment (PPE)
 - § Swabbing staff and site coordinator
 - § Follow-up by Community Systemic Testing (CST) Coordinator until completion.
 - § Testing results and follow-up (Positive, Negative, and Invalid)
 - § Re-testing following community standards for positive and negative results
 - g) The Contractor will monitor, and report results via secure fax or email to the County, residential and designated care site(s), and Minnesota Department of Health (MDH).

B. Coordination Roles:

1) Personnel

The Contractor will provide sufficient personnel necessary to carry out the requirements of this contract. The Contractor will provide all supervision of personnel. Personnel to include:

- a) **Program Manager:** Oversight of all aspects of the Community Systemic Testing (CST) program, testing and coordinator staff supervision, primary liaison with lab vendors.
- b) **Community Systemic Testing (CST) Coordinator:** Coordination of all aspects of individual Community Systemic Testing (CST) clinics including liaison with the building, data management, coordination of testing staff, results monitoring, and reporting.
- c) **Swabbers/Onsite liaison:** Clinical staff to complete swabbing procedure, tracking and documentation, and onsite coordination of patients and staff.
- d) **Operations Manager:** Oversight and supervision of data team and supplies (Personal Protection Equipment (PPE) and testing), weekend and evening results management, direct supervision of data staff.
- e) **Data Entry Staff:** Entry of orders and lab requisitions, health department result reporting, monitoring of portals and result reporting, completion of internal tracking data, updates to the Bluestone Bridge.
- f) **Supply Clerk:** Assembly and delivery of testing kits, delivery of Personal Protection Equipment (PPE) to metro communities, ad hoc tasks.
- g) **Data Reporting Coordinator:** Analytics and reporting expected with Minnesota Department of Health (MDH) contract, current oversight of testing data, including results and retests.
- h) **Enrollment Support Coordinator:** Enrollment of non-Bluestone patients into the Electronic Health Records (EHR), tracking down insurance information.
- i) **Administrative Support:** Scheduling, meeting coordination, monitoring of COVID-19 email, triage of Community Systemic Testing (CST) clinic questions and requests.

C. Lab Vendor

Contractor will utilize testing services through non-affiliated laboratories. The selected labs will provide testing supplies and lab processing.

Testing Fees**Community Systemic Testing (CST) Costs per clinic**

	<25 Tests	25-50 Tests	50-100 Tests	>100 tests
Supplies				
Testing	Supplied by lab	Supplied by lab	Supplied by lab	Supplied by lab
PPE	\$30 per CST	\$30 per CST	\$30 per CST	\$30 per CST
Coordination				
Administrative	\$150.00	\$170.00	\$200.00	\$245.00
Date Entry and reporting	\$125.00	\$250.00	\$500.00	\$1,000.00
Onsite Coordination-Day of	\$100.00	\$150.00	\$200.00	\$300.00
Staff swabbing	\$10 per swab	\$10 per swab	\$10 per swab	\$10 per swab
Uninsured staff or denied (pass through)	\$60 per swab	\$60 per swab	\$60 per swab	\$60 per swab
Total	\$405 + staff swabs	\$600 +staff swabs	\$930 +staff swabs	\$1,575 +staff swabs

Other costs:

- Mileage will be applied per Community Systemic Testing (CST) staff, actual mileage at \$.50 per mile per staff member.

Vaccination Clinics

The vaccination clinics are modeled after the Community Systemic Testing (CST) clinics to enable the County to scale the model according to anticipated needs. As there is much unknown with COVID-19 vaccines, the Contractor has made several assumptions and defined the unknowns, as below:

Unknowns:

1. Timing of vaccine availability
2. Distribution of vaccines to private and public entities which will affect whether the County or Contractor receives and stores the vaccines
3. Specifics of cold or sub-cold storage based on final vaccine
4. Insurance coverage and costs of the vaccine

Assumptions:

1. The Contractor will be retained by the County to provide vaccination clinics to both residential and community style sites.
 - § **Residential:** Any setting in which residents are aggregated **and** there is a central point of contact for coordination. This includes skilled nursing facility, assisted living, group homes, and other housing with services sites.
 - § **Community:** A community-based clinic of individuals organized during a time window. The individuals register and consent online for the vaccine. This could include County employees, emergency workers, or other community groups.
2. The Contractor will provide vaccination services, including site coordination, roster maintenance, consents,
 - Administration and documentation of vaccines, tracking and follow up of two-step vaccine, requirements, and reporting to the County.

Vaccination Fees**Community Systemic Testing (CST) Costs per clinic**

Site Size	< 25 Vaccines	25-50 Vaccines	51-100 Vaccines	>101 Vaccines
PPE	\$30 per site	\$30 per site	\$30 per site	\$30 per site
Coordination (pre, day of, and follow up)	\$500	\$750	\$1000 per site	\$1500 per site
Vaccine administration	\$30.00 per administration	\$30.00 per administration	\$30.00 per administration	\$30.00 per administration

Other costs:

- Mileage will be applied per Community Systemic Testing (CST) staff, actual mileage at \$.50 per mile per staff member.

Inclusion, Diversity, and Equity

The County embraces and supports person-centered practices and expects contractors to do the same. Person-centered practices are structured in a way to support a client's comfort and ability to express choice, control, and direction in all aspects of service delivery and support. While the nature of some services and service deliveries is such that it must account for factors beyond the client's choice, control and direction, including, but not limited to, the terms of this Contract, court orders, the safety of the client and others, and governing law, the County values consideration of the client's perspective, knowing that services are more efficient and effective when aligned with client choice. [For more information, refer to *Person-Centered, Informed Choice and Transition Protocol*, Minnesota Department of Human Services, issued 3/27/17 and updates.]

The County further recognizes that pervasive racism, discrimination and other institutional and community biases, as well as harm from historical trauma, are experienced by cultural communities and that this may contribute to overrepresentation of cultural communities in some County services. Appropriate service delivery often requires open discussion considering the real-life experiences of the people served, paying attention to the impact of pervasive racism and bias. At the referral level, it means inquiring with families about how to integrate their family or individual culture into service delivery. At the service level, it includes attention to outcomes for families receiving services in order to assess whether effectiveness differs in cultural communities and responding to any differences.

It is expected that while performing services for the County, the Contractor shall abstain from unacceptable behaviors including, but not limited to:

- § Racial, ethnic or discriminatory jokes or slurs;
- § Hostile, condemning, or demeaning communications, both verbal and written;
- § Behavior demonstrating disrespect, dishonesty, intimidation, or disruption to the work relationship; and
- § Retaliation against any person who reports or addresses unacceptable behavior

It is the responsibility of the Contractor to ensure staff delivering services for the County are aware of these expectations and trained as needed to ensure respectful, cooperative and professional conduct in interactions with County staff and clients. If the County experiences or receives a report of an unacceptable behavior, it will share the report with Contractor. The Contractor must inform the County of steps taken to remedy the unacceptable behavior within ten (10) working days. If the unacceptable behavior persists, the County may terminate the Contract pursuant to the termination provision in the Contract.

Interpreters: Dakota County will pay for the actual costs of providing interpreter services to non-English speaking participants who are an open Dakota County case. The Contractor must receive prior written authorization of interpreter services costs from County staff prior to using those services. Unless specifically prior authorized by the County, the Contractor must access interpreters from those agencies under contract with the County to provide interpreter services.

CARES Act Funds Long-Term Care and Congregate Care Setting COVID – 19 Testing

How much did we do?

Background: The COVID-19 Long-Term Care and Congregate Care site testing partnership was approved by the Dakota County Board of Commissioners on June 30, 2020 (Resolution No. 20 – 308). The contract between Dakota County and Bluestone Physician Services was signed and executed on July 1, 2020. Dakota County Public Health, Social Services and Bluestone Physician Services staff scheduled weekly meetings to review testing priorities and discuss prior week’s testing and upcoming assignments. The outcome of these meetings provided cumulative data reported monthly and provided an opportunity to review and improve our process.

Initial outreach survey sent to 10 Nursing Homes, 151 Assisted Living Facilities and 340 Congregate Care Sites starting on July 1st to gather provider interest in testing and total number of staff and residents.

Test cadence (how often testing was performed at each site): The normal testing schedule and cadence resulted in an initial test; second round 14 days from initial; third round 14 days from second round totaling three rounds. Additional tests were performed based on COVID outbreaks and clinical decisions based on positive cases at a specific location and County/Community spread.

The average turnaround time for COVID test results from the laboratory remained consistent at 48/72 hours throughout the contract.

Bluestone’s approach to COVID testing include traveling to the actual site or location (building). In a few cases Bluestone arranged Community style testing for various sites or communities, such as apartment complexes or small communities.

Testing data:

- Number of sites completed: **145** sites tested between July – December 1, 2020.
- Numbers of sites completed by facility type:
 - Assisted Living: **88**
 - Congregate Care Setting: **44**
 - Other: **13**
- Number of tests broken down by staff and residents between July – December 1, 2020.
 - Residents: **3787 (2.2% positivity rate)**
 - Staff: **2740 (1.8% positivity rate)**
- Test results from July - December:
 - Resident negative test results: **3,703**
 - Residents positive test results: **84**
 - Staff negative test results: **2689**
 - Staff positive test results: **51**
 - Invalid tests reported by the lab: **3** (not included in the total test count)
 - Scheduled but not tested: **339** (not included in the total test count)

CARES Act Funds Long-Term Care and Congregate Care Setting COVID – 19 Testing

- Personal Protective Equipment (PPE) and Infection Control educational strategy sessions offered and performed with the emphasis on the first round of testing.
- Contract budget expenditure based on invoices submitted by Bluestone Physician Services. Invoice for July – December 1st was **\$159,555.00**

How well did we do? Is anyone better off?

Survey sent to sites seeking feedback on the overall process:

- Positive feedback on ease of the process
- Positive comments on just in time education provided
- Appreciation to essential services connection
- Sending a follow up survey asking, “what we could be doing differently?”

Feedback comments:

“At the time I was at the testing sight, I thought it ran smoothly. Thank you.”

“I was unsure of it first, but I feel that we all need to know where we are with the Covid-19.”

“Thanks, so much for arranging this and letting me get tested even though I hadn't registered in advance.”

“Great ideas as many of us don't have transportation.”

“We just want to send you and your counterparts at Dakota County a big thank you for contracting with Bluestone for COVID testing. We just spoke with them to get testing set up. We appreciate so much that Dakota County is concerned for the safety of the vulnerable people that group homes and foster homes serve, and their caregivers. Thank you again.”

Feedback: Take some time and consider the same measure-related questions we use for the PSI as they apply to your program. During the meeting, we analyze the overall management of the CARES funds and look for your feedback on the process. If we were to do this again, what should we keep, what should we change? What would help you next time?

DAKOTA COUNTY COMMUNITY SERVICES COMMITTEE

Update On DakotaLink Transportation Pilot And Direction On Next Steps

Meeting Date: 2/9/2021	Fiscal/FTE Impact:
Item Type: Regular-Information	<input checked="" type="checkbox"/> None <input type="checkbox"/> Other
Division: Community Services	<input type="checkbox"/> Current budget <input type="checkbox"/> Amendment requested
Department: Social Services	<input type="checkbox"/> New FTE(s) requested
Contact: Henspeter, Evan	Board Goal: A great place to live
Contact Phone: (651) 554-6344	Public Engagement Level: N/A
Prepared by: Kastler, Madeline	

PURPOSE/ACTION REQUESTED

Provide an update on the DakotaLink transportation pilot and direction on next steps.

SUMMARY

By Resolution No. 19-680 (August 20, 2019), the Dakota County Board of Commissioners authorized a Phase II Transportation Pilot for a six-month period. The Phase II Transportation Pilot created DakotaLink, a bus loop three times each weekday to link Hastings with public transportation hubs at Cedar Grove Transit Station and Signal Hills Shopping Center to help individuals get to and from Hastings for courts, jail, probation services and other necessary activities. This was funded by Community Services Budget Incentive Plan funds.

By Resolution No. 20-086 (February 25, 2020), the County Board authorized continuation of the DakotaLink Transportation Pilot for an additional 12 months, and execution of a contract with Minnesota Coaches Incorporated, dba Hastings Bus Company, for the period of April 1, 2020, through March 31, 2021.

Due to COVID-19, DakotaLink services were suspended on March 17, 2020, and the DakotaLink Transportation Pilot plan and execution of the April 1 contract with Hastings Bus Company were put on hold.

By Resolution No. 20-086 (June 16, 2020), DakotaLink Transportation Pilot started again on June 22, 2020 with COVID-19 precautions in place. A 12-month contract with Hastings Bus Company was executed in the amount of \$121,740. The pilot is currently funded by the Community Services Budget Incentive Plan until a plan for public ridership revenue is approved by the County Board, at which point the service would be funded partially by the Transportation Sales and Use Tax. See Attachment A for additional details on the background of this pilot project and ridership data.

Ridership for DakotaLink has been steady, but lower than expected due to the COVID-19 pandemic. Staff are requesting guidance from the County Board for next steps in the Transportation Pilot. Options for next steps include continuing to operate DakotaLink with or without public ridership revenue, shifting to a Rideshare option for released inmates or discontinuing the service altogether.

RECOMMENDATION

Information only; No action requested.

EXPLANATION OF FISCAL/FTE IMPACTS

None.

Supporting Documents:

Attachment A: Background and Ridership Data

Previous Board Action(s):

19-680;8/20/19

20-086; 2/25/20

20-088;6/16/20

RESOLUTION

Information only; no action requested.

County Manager's Comments:

- Recommend Action
- Do Not Recommend Action
- Reviewed---No Recommendation
- Reviewed---Information Only
- Submitted at Commissioner Request

Reviewed by (if required):

- County Attorney's Office
- Financial Services
- Risk Management
- Employee Relations
- Information Technology
- Facilities Management



County Manager

DakotaLink Background

Dakota County started the Jail Transportation Pilot in order to address the limited transportation options from Hastings to surrounding communities. This is exceptionally problematic for individuals being released from the Dakota County Jail because individuals being released are often far from their home communities without a means to get home. Without a transportation option, people could be seen walking or hitchhiking along Highway 55, waiting in the jail lobby for days, or loitering in local businesses.

The initial Jail Transportation Pilot began in July 2018 using the Metropolitan Council's TransitLink service. Two one-way trips from Hastings to Egan and West St. Paul were provided each weekday at 1pm and 4pm. The Pilot was expanded in January 2019, adding two additional one-way shuttles (6:30am and 6:30pm) with SmartRide. The additional trips were implemented and timed to correspond with jail release times.

DakotaLink started in September 2019 with a six-month pilot. Dakota County contracted with Hastings Bus Company to provide this service. DakotaLink operated as a loop transportation service between Hastings, Cedar Grove Transit Station in Egan and Signal Hills Shopping Center in West St. Paul. It was intended to not only provide a transportation option to help connect individuals being released from jail to public transportation but also provide a transportation option to Hastings. The option has been used for court appearances, to visit loved ones in jail, meet with probation officers and to attend a public health clinic.

In February 2020, the DakotaLink pilot was extended for 12 months (to April 2021) and the service was opened for community members to ride. The intention for community ridership was both to increase ridership and to provide a benefit to the community by offering a transportation option for those commuting to and from Hastings or just going to the cities for leisure. The service has provided several regular riders the ability to maintain employment in conjunction with the workforce center.

DakotaLink shut down in March 2020 due to COVID and was restarted in late June 2020 with a new contract with Hastings Bus Company that runs through June 2021.

DakotaLink Data

Ridership on DakotaLink has been significantly impacted by the COVID-19 pandemic. Overall average daily ridership is at 2.21 riders/day.

Monthly Ridership totals and average riders/day:

Month	Total Ridership	Average Riders/Day
September 2019	32	2.1
October 2019	91	4.0
November 2019	115	6.4
December 2019	71	3.4
January 2020	65	3.1
February 2020	57	3
March 2020	30	3
April 2020	NA	NA
May 2020	NA	NA
June 2020	0	0
July 2020	20	.9
August 2020	11	.5
September 2020	27	1.3
October 2020	17	.8
November 2020	32	1.7
December 2020	32	1.7
January 2021	29	1.5

Overall, ridership continues to be primarily individuals being released from jail:

Reason for Travel	% of Riders
Jail	58%
Court	20%
Office Visit	4%
Other	9%
Declined to Answer	9%