

HENNEPIN COUNTY

MINNESOTA

FINAL COMMITTEE AGENDA

BOARD OF HENNEPIN COUNTY COMMISSIONERS

HEALTH AND HUMAN SERVICES COMMITTEE

TUESDAY, OCTOBER 29, 2019

1:30 PM

Chair: Angela Conley, District 4

Vice-Chair: Debbie Goettel, District 5

Members: Mike Opat, District 1

Irene Fernando, District 2

Marion Greene, District 3

Jan Callison, District 6

Jeff Johnson, District 7

1. Minutes From Previous Meeting

- A. Minutes 10-15-2019

2. New Business

Routine Items

A. 19-0433

Human Services & Public Health resolution, including contracts and amendments to contracts with providers – Report 1917

B. 19-0434

Biennial Service Agmt for the Minnesota Family Investment Program 01/01/20-12/31/21

Items for Discussion and Action

C. 19-0435

Agmt A199836 with the MN Dept of Human Services accepting a \$5,000,000 state capital grant for the 1800 Chicago Triage Project (CP# 1005173) in Minneapolis

D. 19-0436

Agmt PR00001589 to purchase reinsurance protection from catastrophic medical claims as required by contracts between Hennepin Health and the Minnesota Department of Human Services; 01/01/20-12/31/20, NTE \$1,200,000

HENNEPIN COUNTY

MINNESOTA

COMMITTEE MINUTES

Chair: Angela Conley, District 4
Vice-Chair: Debbie Goettel, District 5

BOARD OF HENNEPIN COUNTY COMMISSIONERS
HEALTH AND HUMAN SERVICES COMMITTEE
TUESDAY, OCTOBER 15, 2019
1:30 PM

Members: Mike Opat, District 1
Irene Fernando, District 2
Marion Greene, District 3
Jan Callison, District 6
Jeff Johnson, District 7

Commissioner Conley, Chair, called the meeting of the Health and Human Services Committee for Tuesday, October 15, 2019 to order at 1:53 PM. All Commissioners were present.

1. Minutes From Previous Meeting

A. Minutes 10-1-2019

APPROVED

Commissioner Marion Greene moved to approve the Minutes from the Previous Meeting, seconded by Commissioner Irene Fernando and - 7 Yeas

2. New Business

Routine Items

- A. **19-0393**
Human Services & Public Health resolution, including contracts and amendments to contracts with providers – Report 1916

CONSENT

Commissioner Jan Callison moved to approve, seconded by Commissioner Marion Greene and approved - 7 Yeas

- B. **19-0394**
Agmt PR00000886 with Delta Dental of MN, Hennepin Health's dental network and a provider of administrative services, 11/01/19-04/30/22, NTE \$1,250,000

CONSENT

Commissioner Mike Opat moved to approve, seconded by Commissioner Debbie Goettel and approved - 7 Yeas

- C. **19-0395**
Agmt A199574 with the City of Mps to partner for Police-Mental Health Co-Responder teams, 01/01/19-12/31/21, accepting funding of \$330,000 for 01/01/19-12/31/19, supp app of \$130,000, incr staff complement by 4.0 FTE grant positions

CONSENT

Commissioner Marion Greene moved to approve, seconded by Commissioner Irene Fernando and approved - 7 Yeas

- D. **19-0396**
Agmt A199815 with US Dept of FNS SNAP to accept grant funds from the Process and Technology Improvement Program, 9/23/19-9/30/22, \$845,706 (recv); supp app of \$20,000 to HSPHD 2019 budget

CONSENT

Commissioner Marion Greene moved to approve, seconded by Commissioner Debbie Goettel and approved - 7 Yeas

E. **19-0397**

Authorization to receive funds from MN Dept of Human Services for a portion of the county's SNAP E&T admin expenses and pass through reimbursement to community partners, 10/01/19-09/30/20, est recv of \$1,062,738

CONSENT

Commissioner Debbie Goettel moved to approve, seconded by Commissioner Marion Greene and approved - 7 Yeas

3. Adjourn

There being no further business, the meeting of the Health and Human Services Committee for Tuesday, October 15, 2019 was declared adjourned at 2:03 PM.

Karen L Keller
Deputy Clerk to the County Board

HENNEPIN COUNTY

MINNESOTA

Board Action Request 19-0433

Item Description:

Human Services & Public Health resolution, including contracts and amendments to contracts with providers – Report 1917

Resolution:

BE IT RESOLVED, that the contracts, contract amendments and administrative actions of the Human Services & Public Health Department and Department of Community Corrections and Rehabilitation made pursuant to Chapters 256E and 393 of Minnesota Statutes, as detailed in Human Services & Public Health Contract Report 1917 be approved; that the report be filed in Contract Management Services; that the Chair of the Board be authorized to sign the contracts, contract amendments and administrative actions on behalf of the County; and that the Controller be authorized to disburse funds as directed. Such contracts are subject to ministerial adjustment, when such adjustments are done within the constraints of the approved Hennepin County Budget and when signed by the County Department Director or Designee.

Background:

The contracted dollar amounts are based on estimates of program costs and/or utilization during prior periods. Funding for each contract is provided for within service categories in the Human Services & Public Health Department and Department of Community Corrections and Rehabilitation approved annual budgets. Occasionally new services are implemented which are not in the budget but which are fully funded under state or federal grants or other new funding.

Contracted dollar estimates are based upon prior year usage and are subject to fluctuation in placement patterns, service need, and cost shifts. Therefore, it may be necessary to process ministerial adjustments to contracts to increase or decrease contract amounts or to make minor service changes consistent with the department budget and strategic plan. Placement agreements are also processed administratively.

Contracts include services in the following areas: adult mental health; developmental disabilities; chemical health; adult housing; early intervention and family intervention services, day treatment services; emergency shelter; day care; training and employment services, interpreter services, health services, welfare advocacy, and various other human services. Expectations for ongoing outcome measurement are included in all new, renewal, or extended contracts. Outcome measures, which are developed by the county and contracted providers, assess the effectiveness of a service and its impact on an eligible recipient's condition or functioning level. Outcome information is used to modify or improve programs as well as to evaluate effectiveness of different types of intervention and providers. A detailed listing of the specific actions requested by this BAR and an explanation of all unusual items is reflected in the summary of the report.

ATTACHMENTS:

Description	Upload Date	Type
Rpt 1917	10/25/2019	Backup Material

Human Services and Public Health Department Contract Report #1917

Date: 10/24/19

To: Clerk of the County Board

[Electronic Provider File \(EPF\)](#)

From: Human Services and Public Health Department

Subject: BAR Number 19-0433

[HSPH Board Reports page](#)

Board Action Date: 11/5/19

Summary of Contract Actions

New Contracts			Renewed Contracts			Amended Contracts: Increase; (Decrease);Service Changes		
Service Area	Number	Amount	Service Area	Number	Amount	Service Area	Number	Amount
CS	5	\$83,594	CS	6	\$3,688,980	ABH	3	\$81,395
PHA	1	\$8,500	EWS	5	\$902,000	CPS	4	\$115,000
			PHPP	2	\$89,016	CS	3	\$115,000
						EWS	3	\$389,000
						HS	1	\$0
						ICA	10	\$506,339
						PHA	1	(\$4,730)
HSPH Total	6	\$92,094	HSPH Total	13	\$4,679,996	HSPH Total	25	\$1,202,004
DOCCR Total	2	\$292,873	DOCCR Total	2	\$298,287	DOCCR Total	2	\$245,310

Administrative Actions Description	Contract #	Service Area List and Key
None		ABH = Adult Behavioral Health CPS = Child Protection Services CS = Children's Services EWS = Eligibility and Work Services HS = Housing Stability ICA = Initial Contact and Access PHA = Public Health Administration PHPP = Public Health Protection and Promotion

Vendor	Contract #	Service/Description	Service Area	Term	Previous Contract NTE	New Contract NTE	Funding Source	Notes
New Contracts								
Avalon School	HS00000471	Transportation to and from school for youth in out-of-home placement.	CS	7/1/19 - 6/30/20	NA	\$0	County	
Eastern Carver County Schools ISD - 112	HS00000455	Transportation to and from school for youth in out-of-home placement.	CS	7/1/19 - 6/30/20	NA	\$0	County	
Minnesota Counties Foundation	PR00001518	Assistance in implementing the Family First Prevention Services Act.	CS	10/14/19 - 4/30/21	NA	\$83,594	Private Grant	Sauer Family Foundation.
St. Paul Public School District - ISD 625	HS00000424	Transportation to and from school for youth in out-of-home placement.	CS	7/1/19 - 6/30/21	NA	\$0	County	
Watertown-Mayer Public School District - ISD 111	HS00000369	Transportation to and from school for youth in out-of-home placement.	CS	7/1/19 - 6/30/20	NA	\$0	County	
Lutheran Social Service of Minnesota	HS00000466	Community resource navigation support services for male and female persons ages 13-21, who are under supervision of Hennepin County juvenile probation and reside in Hennepin County.	DOCCR	1/1/20 - 12/31/23	NA	\$191,849	County	
Pillsbury United Communities	HS00000468	Community resource navigation support services for East African male and female persons ages 13-21, who are under supervision of Hennepin County juvenile probation and reside in Hennepin County.	DOCCR	1/1/20 - 12/31/23	NA	\$101,024	County	
Metropolitan Alliance of Connected Communities	PR00001246	Fiscal management and technical assistance to Full Proof Ministry Church of God in Christ, Inc., in order to comply with their Hennepin County contract.	PHA	10/1/19 - 2/29/20	NA	\$8,500	Federal	Ryan White.
Renewed Contracts								
Comunidades Latinas Unidas En Servicio, Inc.	HS00000442	Outpatient Children's Mental Health Services.	CS	1/1/20 - 12/31/23	NA	\$43,000	County	
Minneapolis American Indian Center	HS00000465	Support for American Indian families who are at risk for out-of-home placement of children and intervention by Child Protection Services.	CS	1/1/20 - 12/31/21	NA	\$78,480	County	

Perspectives, Inc.	HS00000414	Supervised parenting, monitored parenting, and exchange services for families who are referred via Family Court dissolution orders, paternity orders, and domestic violence orders.	CS	1/1/20 - 12/31/23	NA	\$228,500	County	
Regents of the University of Minnesota	HS00000444	Outpatient Children's Mental Health Services.	CS	1/1/20 - 12/31/23	NA	\$19,000	County	
The Family Partnership	HS00000443	Outpatient Children's Mental Health Services.	CS	1/1/20 - 12/31/23	NA	\$70,000	County	
Think Small	PR00001294	Fiscal agent and administrator for Early Care and Education Access scholarship funds, Child Protection child care funds and Homeless Transition Scholarships for county-involved children.	CS	1/1/20 - 12/31/23	NA	\$3,250,000	County	
Headway Emotional Health Services	HS00000481	Fiscal agent for Basic Supplemental Needs and Incentives for youth and adults under Hennepin County probation supervision.	DOCCR	1/1/20 - 12/31/24	NA	\$128,000	County	
Young Men's Christian Association of the Greater Twin Cities	HS00000470	Community resource navigation support services for eligible females ages 13-21, who are under supervision of Hennepin County juvenile probation and reside in Hennepin County.	DOCCR	1/1/20 - 12/31/23	NA	\$170,287	County	
Goodwill Industries, Inc.	HS00000472	Employment services for MFIP participants with criminal records.	EWS	1/1/20 - 12/31/20	NA	\$77,000	Federal TANF	
NorthPoint Health & Wellness Center, Inc.	HS00000474	Intensive Case Management services for individuals who are struggling with their current MFIP Employment Services provider.	EWS	1/1/20 - 12/31/20	NA	\$215,000	County	
Summit Academy OIC	HS00000482	100 Hard Hats program offers training and placement in the construction trades for low income residents and individuals on probation.	EWS	1/1/20 - 12/31/20	NA	\$310,000	County	
Summit Academy OIC	HS00000483	The GED to Vocational Training program helps low income residents obtain their GED and a construction or health care certificate.	EWS	1/1/20 - 12/31/20	NA	\$200,000	County	
Summit Academy OIC	HS00000484	Low income residents receive training to be a community health worker, community health worker with CNA certificate or medical administrative assistant.	EWS	1/1/20 - 12/31/20	NA	\$100,000	County	
Anoka-Hennepin Public School District - ISD 11	PR00001559	Develop healthy projects for students in the Anoka-Hennepin school district.	PHPP	11/1/19 - 10/31/20	NA	\$8,545	State Grant	Statewide Health Improvement Program (SHIP).

The Food Group Minnesota, Inc.	PR00001558	Implementation of a Food Rx Pilot Program for food insecure populations.	PHPP	11/1/19 - 10/31/20	NA	\$80,471	State Grant	Statewide Health Improvement Program (SHIP).
Amended Contracts								
Minnesota State Operated Community Services	HS00000222	Employment Exploration Services that help adults with multiple discharge barriers transition from AMRTC and MSH-St. Peter into the community.	ABH	2/21/19-11/30/20	\$16,660	\$31,886	State	Transition to Community Initiative Grant. Extend the contract to 11/30/20. Add \$15,226 to the total NTE for 12/1/19-11/30/20.
Missions, Inc. Programs	A166076	Transportation assistance for residents of Mission Lodge.	ABH	1/1/17 - 12/31/20	\$236,648	\$302,817	County	Extend the contract to 12/31/20. Add \$66,169 to the total NTE for 1/1/20-12/31/20.
People Incorporated	A177107	Intensive Residential Treatment Services for adults 18 and older with Serious and Persistent Mental Illness.	ABH	7/1/17 - 12/31/20	\$0	\$0	State	Adult Mental Health Initiative (AMHI) Grant. Add opioid focused IRTS facility, with new unit rate.
Allyson M. Hayward	A166538	Clinical supervision for child protection social workers pursuing LICSW certification.	CPS	11/1/16 - 12/31/20	\$78,000	\$123,000	County	Extend the contract to 12/31/20. Add \$45,000 to the total NTE for 1/1/20-12/31/20.
Bradley Hanson	A166627	Clinical supervision for child protection social workers pursuing LICSW certification.	CPS	11/1/16 - 12/31/20	\$80,000	\$95,000	County	Extend the contract to 12/31/20. Add \$15,000 to the total NTE for 1/1/20-12/31/20.
The Professional Matrix.com, Inc.	A166534	Clinical supervision to child protection social workers pursuing LICSW certification.	CPS	11/1/16 - 12/31/20	\$390,000	\$390,000	County	Extend the contract to 12/31/20. No change to the NTE.
Tomaki Clinical Supervision Services PLLC	PR00000416	Clinical supervision to child protection social workers pursuing LICSW certification.	CPS	6/1/18 - 12/31/20	\$63,374	\$118,374	County	Extend the contract to 12/31/20. Add \$55,000 to the total NTE for 1/1/20-12/31/20.
Family, Adolescents and Children Therapy Services, Inc.	HS00000182	Children's Therapeutic Supports and Services (CTSS) for eligible youth under age 18 at risk for residential treatment services.	CS	1/1/19 - 12/31/21	\$5,000	\$10,000	County	Add \$5,000 to the total NTE for 1/1/20-12/31/20. Add crisis service.
Family, Adolescents and Children Therapy Services, Inc.	HS00000183	Mental health services that provide intensive, in-home based therapeutic services to children at risk of residential treatment placement.	CS	1/1/19 - 12/31/21	\$90,000	\$180,000	County	Add \$90,000 to the total NTE for 1/1/20-12/31/20. Add crisis service.
Fraser Child and Family Center	HS00000180	Children's Therapeutic Supports and Services (CTSS) for eligible youth under age 18 at risk for residential treatment services.	CS	1/1/19 - 12/31/21	\$20,000	\$40,000	County	Add \$20,000 to the total NTE for 1/1/20-12/31/20. Add crisis service; update billing language.

Bevans & Associates Inc.	HS00000076	Foster home services for court-ordered youth, including Extended Jurisdiction Juvenile, age 12 through 20, with severe emotional disorders, behavioral disturbances and delinquent behaviors.	DOCCR	1/1/18 - 12/31/20	\$0	\$0	County	Adding Department of Corrections and Community Rehabilitation Department to the recitals paragraphs and updated standard language.
NorthPoint Health & Wellness Center, Inc.	HS00000151	Trauma-based services for black male youth in North Minneapolis or nearby communities.	DOCCR	9/1/18 - 12/31/20	\$180,000	\$425,310	County	Local Collaborative Time Study (LCTS). Extend the contract to 12/31/20. Add \$245,310 to the total NTE for 1/1/20-12/31/20.
Avivo	A154081	HealthChoices provides aggressive outreach and intensive case management to MFIP participants to insure successful MFIP program participation.	EWS	1/1/16 - 12/31/20	\$1,231,000	\$1,535,000	Federal TANF	Extend the contract to 12/31/20. Add \$304,000 for 1/1/20-12/31/20.
Avivo	A177081	Outreach services help avoid or resolve MFIP and/or Family Stabilization Services (FSS) sanctions for MFIP participants.	EWS	4/1/17 - 12/31/20	\$359,400	\$444,400	Federal TANF	Extend the contract to 12/31/20. Add \$85,000 to the total NTE for 1/1/20-12/31/20.
People Service People, Inc.	A165973	Emergency shelter services for homeless adults and families.	EWS	1/1/17 - 12/31/20	\$15,000,000	\$15,000,000	County	Change unit rate for 7/1/19-12/31/19.
Perspectives, Inc.	A166087	Transitional and permanent housing with comprehensive case management for homeless families with a female, single head of household who is in recovery.	HS	1/1/17 - 12/31/20	\$334,042	\$334,042	County	Update performance measurements.
AAA A-Z Friendly Languages, Inc.	HS00000022	Face-to-face language interpretation for eligible persons with limited English proficiency.	ICA	1/1/18 - 12/31/21	\$0	\$0	County	Extend the contract to 12/31/21.
All in One-Translation Agency, LLC	HS00000021	Face-to-face language interpretation for eligible persons with limited English proficiency.	ICA	1/1/18 - 12/31/21	\$0	\$0	County	Extend the contract to 12/31/21.
Division of Indian Work	A154074	Counseling and anger management classes for Native American men, women, and children who are either perpetrators or victims of domestic violence.	ICA	1/1/16 - 12/31/20	\$290,400	\$363,000	County	Extend the contract to 12/31/20. Add \$72,600 to the total NTE for 1/1/20-12/31/20.
Domestic Abuse Project, Inc.	A154076	Advocacy and counseling services for victims of family violence and their families.	ICA	1/1/16 - 12/31/20	\$1,374,956	\$1,718,695	County	Extend the contract to 12/31/20. Add \$343,739 to the total NTE for 1/1/20-12/31/20.
Global Language Connections, LLC	HS00000029	Face-to-face language interpretation for eligible persons with limited English proficiency.	ICA	1/1/18 - 12/31/21	\$0	\$0	County	Extend the contract to 12/31/21.
Kim Tong Translation Service Incorporated	HS00000023	Face-to-face language interpretation for eligible persons with limited English proficiency.	ICA	1/1/18 - 12/31/21	\$0	\$0	County	Extend the contract to 12/31/21.

Language Line Services, Inc.	HS00000020	Telephone translation and video remote services for eligible persons with limited English proficiency.	ICA	1/1/18 - 12/31/21	\$0	\$0	County	Extend the contract to 12/31/21.
Sexual Violence Center	A154070	Counseling (individual and group), crisis, and resource referral services for adult victims of domestic violence.	ICA	1/1/16 - 12/31/20	\$360,000	\$450,000	County	Extend the contract to 12/31/20. Add \$90,000 to the total NTE for 1/1/20-12/31/20.
Surad Interpreting & Translation Co.	HS00000024	Face-to-face language interpretation for eligible persons with limited English proficiency.	ICA	1/1/18 - 12/31/21	\$0	\$0	County	Extend the contract to 12/31/21.
University Language Center, Inc.	HS00000025	Face-to-face language interpretation for eligible persons with limited English proficiency.	ICA	1/1/18 - 12/31/21	\$0	\$0	County	Extend the contract to 12/31/21.
Full Proof Ministry Church of God in Christ Inc.	A166040-SR	Early Intervention services for individuals living with HIV/AIDS.	PHA	11/1/16 - 2/29/20	\$414,200	\$409,470	Federal - Ryan White Part A	Reduce the total NTE for 3/1/19-2/29/20 by \$4,730.
Administrative Actions								
None								

HENNEPIN COUNTY

MINNESOTA

Board Action Request 19-0434

Item Description:

Biennial Service Agmt for the Minnesota Family Investment Program 01/01/20-12/31/21

Resolution:

BE IT RESOLVED, that the Hennepin County Board of Commissioners approves the Minnesota Family Investment Program Biennial Service Agreement and authorizes submission to the Minnesota Department of Human Services.

Background:

Every two years the county submits a Biennial Service Agreement for MFIP that summarizes the services available to persons on MFIP in our county overall and for special populations such as teen parents, the role played by employment services providers and other partners and community resources, strategies to reduce racial disparities in self-sufficiency, and a proposed budget. Public input has been invited in its development.

MFIP is funded in large part through a capped federal block grant. Total funding for the next biennium for Hennepin County is expected to be slightly less than current funding level:

2020 – 34,642,359

2019 – 34,743,822

2018 – 34,218,498.

This plan requires a 30 day public input period that will end on November 4, 2019. Comments received will be considered and included in the plan as possible before submission to the MN Department of Human Services by the November 15th deadline.

HENNEPIN COUNTY

MINNESOTA

Board Action Request 19-0435

Item Description:

Agmt A199836 with the MN Dept of Human Services accepting a \$5,000,000 state capital grant for the 1800 Chicago Triage Project (CP# 1005173) in Minneapolis

Resolution:

BE IT RESOLVED, that Agreement A199836 with the Minnesota Department of Human Services accepting state general obligation bond proceeds in the amount of \$5,000,000 to fund a portion of the cost of constructing the 1800 Chicago Triage Project (CP# 1005173) in Minneapolis be approved; that after review and approval by the County Attorney's Office and County Administration, the Chair of the County Board be authorized to sign the Agreement and related documents, if any; and that the Controller be authorized to receive and disburse the funds as directed.

Background:

Under the Laws of Minnesota 2018, Chapter 214, Article 2, Section 11, the Minnesota legislature appropriated a total of \$28,100,000 in state general obligation bond proceeds to be used to make capital grants to construct or rehabilitate facilities throughout the state that will provide behavioral health programs delivering mental health and/or substance abuse disorder services. Hennepin County applied for and received a \$5,000,000 capital grant under the program (the maximum permitted) for its 1800 Chicago Triage project (the "Project") located in South Minneapolis.

The Project will be located on the first floor of the 1800 Chicago building, creating a triage center that will provide assessment services for adults who appear to have substance and/or mental health issues, co-occurring disorders or developmental disabilities, and/or medical issues and who are not presenting imminent risk to themselves or others. Once complete, the Project will reduce the frequency of hospital emergency room visits and jail bookings, and provide a lower cost treatment alternative for the affected population.

Agreement A199836 between the Department of Human Services and Hennepin County will provide \$5,000,000 toward the total estimated Project cost of \$7,990,000. The remaining \$2,990,000 of costs are included in County's adopted 2019 Capital Budget. It is projected that the Project will be complete by October 2020.

As with all state general obligation bond funded projects, a declaration must be recorded against the property which subjects the property to state restrictions and reporting requirements.

HENNEPIN COUNTY

MINNESOTA

Board Action Request 19-0436

Item Description:

Agmt PR00001589 to purchase reinsurance protection from catastrophic medical claims as required by contracts between Hennepin Health and the Minnesota Department of Human Services; 01/01/20-12/31/20, NTE \$1,200,000

Resolution:

BE IT RESOLVED, that Agreement PR00001589 for the provision of reinsurance services to Hennepin Health as required by contracts between Hennepin Health and the MN Department of Human Services during the period January 1, 2020 through December 31, 2020 in an amount not to exceed \$1,200,000, be approved; that following review and approval by the County Attorney's Office, the Chair of the Board be authorized to sign the Agreement on behalf of the county; and that the Controller be authorized to disburse funds as directed.

Background:

To mitigate financial risk for catastrophic losses, Hennepin Health annually contracts with reinsurance vendors to purchase reinsurance protection from catastrophic medical claims.

Because of the nature of service provided, reinsurance providers will not agree to terms for contracts longer than 12 months due to rapidly changing medical trends that can occur. Agreements are instead negotiated on an annual basis so the most recent medical claims experience/trends can be included into the following year rate build up. To allow for enough medical experience to occur, these contracts are not typically negotiated until the beginning of October each year. The timing of this agreement, when ready to be executed, does not line up with the board schedule at the end of the year. This makes it difficult to obtain approvals and signatures prior to the beginning of the year, which would be the effective start date of the agreement.

For the above stated reasons, board approval and delegation is now requested. After review and approval by the County Attorney's office, the Chair and County Administrator are authorized to sign the agreement on behalf of the county and the Controller is authorized to disburse funds as directed.