

# **BOARD REPORT**

|  | REPORT NO.: 2018-36           |  |  |  |  |
|--|-------------------------------|--|--|--|--|
| MEETING DATE: MAY 17, 2018                             | DATE PREPARED: APRIL 22, 2018 |  |  |  |  |
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SUBJECT: TBDSSAB SATELLITE OFFICE LOCATIONS - UPDATE

#### **RECOMMENDATION**

THAT with respect to Report No. 2018-36 (Client Services Division), we, The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board), recommend that the satellite offices be maintained in the current communities:

AND THAT an update on satellite offices and community locations be provided to the Board every three (3) years, or as required;

AND THAT the Chief Administrative Officer and Director - Housing Services be authorized to complete any administrative requirements for satellite office leases.

## REPORT SUMMARY

To provide an update on The District of Thunder Bay Social Services Administration Board (TBDSSAB) satellite offices located throughout the District of Thunder Bay.

#### **BACKGROUND**

In October 2012, the Board approved the recommendations relative to satellite offices (Report No. 2012-51, District Client Services – Office Leases).

At that time, it was recognized that the communities in which satellite offices were located, and the office locations themselves, were generally well-suited for delivering the required TBDSSAB services because they met the following criteria:

- Reasonable ease of access for clients (client convenience). Since these communities lack public transportation, reasonable ease of access to TBDSSAB services within a walking distance is desirable;
- Security for TBDSSAB staff (Health and Safety). Satellite offices have limited staff
  who work alone. To maximize staff safety, it is beneficial for the satellite offices to
  be located in buildings where other organizations are located to ensure a more
  safety conscious workplace.

Since the 2012 Board Report, other factors related to the buildings in which TBDSSAB offices are located have been recognized as significant to achieve the TBDSSAB's strategic plan to provide excellent customer service, including:

- Client activity within the community for Ontario Works, Child Care and Early Years, Social and Affordable Housing;
- Client privacy, and confidential spaces in which to offer services. Maximizing client
  privacy is consistent with the TBDSSAB strategic plan where "All people have the
  right to dignity, respect and quality of life".
- Accessibility for Ontarians with Disability Act (AODA). Accessibility is considered to maximize consistency with the requirements of the legislation.
- More recently, communications, in particular, internet connectivity and access to electronic files, has become increasingly important with the move to on-line access to services, and the provincial priority for electronic document management.

In the smaller communities, suitable rental options are limited, however, Administration continues to consider the above factors relative to the maintenance and/or establishment of satellite office locations.

Since the 2012 Board Report, the following updates have been made to the satellite offices to enhance the delivery of services:

- June 2013 Geraldton. Office moved from the Municipal office building located at 1000 Main St. to 423 Main Street, as the Municipality was selling the building. The new space is centrally located, and the building is accessible through another office in the complex. The office provides client privacy and is located in a building with related services.
- May 2014 Nipigon. Office moved from 125 Hogan Road, located at The Nipigon District Memorial Hospital, to 36 First Street in Nipigon, as the Hospital required the use of the space the TBDSSAB had occupied. The new space is centrally located and accessible through another office in the complex. The office provides client privacy and is located in a building with other services. During the relocation, the telephone system was upgraded to a new networked telecommunication system to enable four-digit dialing between Nipigon and the Headquarters Office to reduce long distance charges.
- October 2015 Kakabeka Falls. Office opened as a pilot project to provide a
  presence in the outlying communities west of the City of Thunder Bay. The satellite
  office provides a full range of services, 3 days per week. The office became
  permanent in 2017 (Report No. 2017-70 Update on Kakabeka Falls Office) and
  was recently upgraded to include a private space for client confidentiality. In
  addition, Administration negotiated a custom internet upgrade package which
  brought the site to within standard internet speeds which improved access to
  electronic resources.

- December 2016 Schreiber. The telephone system was upgraded to a new networked telecommunication system to enable four-digit dialing between Nipigon and the Headquarters Office to reduce long distance charges.
- March 2017 Nipigon and Geraldton. Security cameras were installed in these locations to improve employee and building security and allow remote access to video footage.
- January 2018 Longlac. Office building experienced a fire in January 2018, leaving that office inaccessible. Services have been provided from a temporary location since that time.
- February 2018 Manitouwadge. Office moved from 1 Mississauga Drive (Manitouwadge Municipal Office) to 1 Clinic Road. This office is located within a multi-unit building which offers client privacy, and confidential space to provide services. During the relocation, the telephone system was upgraded to a new networked telecommunication system to enable four-digit dialing between Nipigon, Schreiber, and the Headquarters Office to reduce long distance charges.

The TBDSSAB Housing Services Division provides support relative to the investigations into potential satellite office locations, negotiations with landlords for satellite office space, and leadership relative to the renewal of existing leases.

## **COMMENTS**

#### **Current State**

To ensure a district-wide presence, reasonable access to its services, and a balanced support for rural and urban residents, TBDSSAB currently maintains a presence in the following communities in the District of Thunder Bay:

- Full-time presence in Geraldton, Marathon, Nipigon, Schreiber
- Part-time presence in Kakabeka Falls, Longlac, Manitouwadge
- Visiting presence in Armstrong and Nakina.

The list of current offices, as well as related lease information, is provided in Attachment 1 - Current Satellite Office Lease Arrangements.

Satellite Offices offer an integrated service to community members throughout the District of Thunder Bay, providing information and services for all programs offered by the TBDSSAB which includes Ontario Works, Social and Affordable Housing, and Child Care and Early Years.

Patrons in these areas can access general information, assistance with applications to all programs, and general assistance on all services in each of the respective satellite communities.

## **Programming Influences**

In order to maximize its strategic plan to provide excellent customer service with balanced support for rural and urban residents, TBDSSAB also considers the broader Provincial and Federal program strategies and direction, and their impact on service delivery throughout the District of Thunder Bay including:

- Social Assistance Modernization.
  - Although certain information has been released relative to the modernization of income security, exact program implications are yet to be released;
  - The province has set electronic processes, including electronic document management as a priority;

The implications are further challenged with the impending provincial election in 2018;

- Early Years Transition. Effective January 1, 2018, TBDSSAB became the service system manager for Early Years programming; The Child Care and Early Years Service System plan is currently in development and required to be submitted to the Ministry in June 2019;
- Social Housing Modernization. The current Provincial and Federal governments have identified affordable housing as a priority. This programming could be impacted by the impending provincial election in 2018, and the federal election in 2019.

These items will guide Administration's review of community locations and services in the future.

#### **Next Steps**

Administration continues to review its options regarding satellite locations to maximize the achievement of its strategic plan by considering the following identified factors:

- Client activity within the community for Ontario Works, Child Care and Early Years, Social and Affordable Housing;
- Client convenience, including central and accessible locations;
- Client privacy, and confidential spaces in which to offer service;
- Health and safety; and
- · Communication and connectivity.

Attachment 2 provides a summary of the client activity for each satellite office across the spectrum of TBDSSAB programs and services; and Attachment 3 provides an analysis of client convenience, client privacy, health and safety, and communication and connectivity. To further support the above, the following enhancements are being made to the current physical office locations:

 Nipigon – Installation of an accessible ramp at the main TBDSSAB office door, which would allow another accessible entrance directly to the office space;

- Geraldton Transition ramp is scheduled to be added, to provide accessibility directly to the TBDSSAB Office;
- Geraldton Stand-alone telephone system will be upgraded in 2018 to a networked telephone system to allow direct 4-digit dialing between Schreiber, Nipigon, Manitouwadge, and Headquarters Office;
- Marathon Stand-alone telephone system, plan to upgrade in 2019 to a networked telephone system to allow direct 4-digit dialing between Geraldton, Schreiber, Nipigon, Manitouwadge, and Headquarters Office;
- All Offices. Human Resources to perform risk assessments for all office space in the fall, 2018, and provide recommendations relative to any Health and Safety items.

### **Longlac Satellite Office**

The satellite office in Longlac is located in the Greenstone Municipal Building. This office is conveniently located, however, space is shared with municipal employees, providing no privacy for the client when accessing TBDSSAB services. The building experienced a fire in January 2018, forcing TBDSSAB to obtain temporary office space at an alternative location.

The temporary location is conveniently located and accessible for clients, offers client privacy, and a confidential space within which to provide service. In addition, it is located in a building that offers proximity to other related services that may be accessed by TBDSSAB clients.

The current Longlac office lease will expire in March 2019; Administration is exploring options for its Longlac office location considering the above-established factors.

#### **Summary**

Administration will continue to monitor trends and adjust services, as required, to ensure a fully integrated service approach based on those factors identified for excellent customer service throughout the District of Thunder Bay.

#### FINANCIAL IMPLICATIONS

The direct costs related to the rents, utilities, communication, cleaning, and snow removal of all current satellite offices total \$133,800 annually.

All costs associated with satellite offices are included in the TBDSSAB operating budget on an annual basis.

## **CONCLUSION**

It is concluded that that based on the identified factors for satellite offices, the current satellite offices should be maintained at the current locations with the exception of the regular Longlac office. Administration should continue to review options for accommodation throughout the District of Thunder Bay that take into consideration client activity, central and accessible locations, client privacy and confidential spaces in which to offer service to clients, health and safety, and communication and connectivity, to maximize outcomes relative to the TBDSSAB Strategic Plan. An update on satellite offices should be provided to the Board every three (3) years, or as required.

#### REFERENCE MATERIALS ATTACHED

- Attachment 1 Current Satellite Office Lease Arrangements
- Attachment 2 Summary of the Client Activity in Satellite Office Locations
- Attachment 3 <u>Analysis of Convenience, Client Privacy, Health and Safety, and Communication and Connectivity Factors</u>

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|                        | The District of Thunder Bay Social Services Administration Board      |  |  |  |  |  |  |
| APPROVED / SIGNATURE:  | Laurel  |  |  |  |  |  |  |
|                        | Georgina Daniels, Acting Director, Client Services                    |  |  |  |  |  |  |
|                        | The District of Thunder Bay Social Services Administration Board      |  |  |  |  |  |  |
|                        | The District of Thursday Day Coolar Co. House, Landing Day and        |  |  |  |  |  |  |
| SUBMITTED / SIGNATURE: | Will Bradi  |  |  |  |  |  |  |
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Attachment #1 Report No. 2018-36

# The District of Thunder Bay Social Services Administration Board Current Satellite Office Lease Arrangements

## Full Time Presence (Offices are Open and Staffed Five Days per Week)

| Community | Address of Leased Premises   | Term Start Date  | Term End Date                       |
|-----------|--|------------------|-------------------------------------|
| Geraldton | Unit 2 - 423 Main St.,<br>Geraldton  | November 1, 2017 | December 31, 2021                   |
| Marathon  | Peninsula Square,<br>52 Peninsula Road, Marathon                                     | February 1, 2018 | January 31, 2021                    |
| Nipigon   | Unit B - 36 First Street, Nipigon  | May 1, 2016      | April 30, 2018 *Renewal in progress |
| Schreiber | Schreiber Municipal Complex and<br>Training Centre,<br>204 Alberta Street, Schreiber | February 1, 2016 | January 31, 2019                    |

### Part Time Presence (Offices are Open and Staffed One to Four Days per Week)

| Community                          | Address of Leased Premises                 | Term Start Date  | Term End Date                                 |
|------------------------------------|--|------------------|---|
| Kakabeka Falls<br>(new, as of fall | 4778 Hwy 11/17,<br>Oliver Paipoonge        | January 1, 2018  | December 31,<br>2018                          |
| 2015)                              | , ,  |                  |   |
| Longlac*                           | 108 Hamel Ave.,<br>Longlac                 | April 1, 2016    | March 31, 2019                                |
| Manitouwadge                       | 1 Clinic Road,<br>PO Box 338, Manitouwadge | February 1, 2018 | January 31, 2019                              |
|                                    |  |                  | *Renewal option for 3 additional 1 year terms |

# Visiting Presence (Temporary Locations, Staffed per Schedule)

| Location  | Address of Leased Premises | Schedule  |
|-----------|----------------------------|---|
| Armstrong | 112 Queen St., Armstrong   | Two (2) visits in 2017 Three (3) visits scheduled for 2018          |
| Nakina    | 200 Centre Ave., Nakina    | Twenty (20) visits in 2017<br>Twenty (20) visits scheduled for 2018 |

<sup>\*</sup> The Greenstone Municipal Building in Longlac experienced a fire in January 2018, leaving that office inaccessible. At this time, the tentative re-enter date is August, 2018. Space is currently being shared with another organization in a different location, three days per week.

#### The District of Thunder Bay Social Services Administration Board **Satellite Office Statistics**

| Community Location        |   | Ontario<br>Works<br>Caseload*                                 | Child | d Care | Fee Sı | ubsidy**          | Child Care<br>Programs | EarlyON<br>Child and<br>Family<br>Centre | EarlyOn -<br>Journey<br>Together | Soci | al Hou | sing V | Vaitlist**        | TBDSSAB<br>Housing<br>Units | Not-for-<br>Profit<br>Housing<br>Units |
|---------------------------|---|---|-------|--------|--------|-------------------|------------------------|--|----------------------------------|------|--------|--------|-------------------|-----------------------------|--|
|                           |   | 2017  | 2015  | 2016   | 2017   | 3 year<br>average | Current                | Current                                  | Current                          | 2015 | 2016   | 2017   | 3 year<br>average | Current Sto                 | ock (2018)                             |
| Full Time Presence        |   |   |       |        |        |                   |                        |  |                                  |      |        |        |                   |                             |  |
| Geraldton^                |   | 72.0  |       |        |        | **                | 1.0                    |  |                                  |      |        |        | **                | 41                          | 61                                     |
| Marathon <sup>^</sup>     |   | 53.0  | 15.9  | 19.1   | 19.6   |                   | 1.0                    | 1.0                                      |                                  | 28.5 |        | 30.0   |                   |                             | 80                                     |
| Nipigon^                  |   | 54.0  | 10.8  | 11.5   | 7.5    | 9.9               | 1.0                    | 3.0                                      |                                  | 35.1 | 22.9   |        |                   |                             | 12                                     |
| Schreiber^ ***            |   | 18.0  | 1.2   | 1.0    | N/A    | 1.2               | -                      | 2.0                                      |                                  | 5.4  | 2.8    | 7.0    | 5.1               | 23                          | -                                      |
| Part Time Presence        | _ | 99.0  | 0.0   |        |        | 1 4 6             | 0.0                    |  |                                  | 14.0 |        | 150    | 10.1              | •                           |  |
| Kakabeka                  |   | 80.0  | 0.8   | 2.3    | 0.4    | 1.2               | 2.0                    | -  |                                  | 11.2 | 9.8    | 15.3   | 12.1              | -                           | 40                                     |
| Longlac^                  |   | 80.0  | 0.0   | 0.0    | 4.0    |                   | 1.0                    | 1.0                                      | 1.0                              | 44.4 | 40.0   | 40.0   |                   | 12                          | 12                                     |
| Manitouwadge <sup>^</sup> |   | 33.0  | 3.3   | 3.0    | 1.6    | 2.6               | 1.0                    | 1.0                                      |                                  | 11.4 | 10.3   | 12.8   | 11.5              | -                           | 76                                     |
| Visiting Presence         |   |   |       |        |        |                   |                        |  |                                  |      |        |        |                   |                             |  |
| Armstrong                 |   | 27.0  | -     | ı      | -      | -                 | ı                      | 1.0                                      |                                  | -    | -      | -      | -                 | -                           | -                                      |
| Nakina                    |   | Data not<br>available in<br>SAMS; included<br>in Longlac data |       |        |        | **                | 1.0                    | 1 as of<br>Sept/18                       |                                  |      |        |        | **                | -                           | -                                      |
| Greenstone**              |   |   | 29.6  | 29.3   | 27.8   | 28.9              |                        |  |                                  | 34.8 | 28.3   | 31.7   | 31.6              |                             |  |

<sup>^</sup> Office is available for Skype appointments with Addictions Services Initiative clients

<sup>\*</sup> Data was unavailable due to SAMS implementation

<sup>\*\*</sup> Data has historically been tracked by municipality; Geraldton, Longlac and Nakina are included as Greenstone Municipality
\*\*\* All Child Care Fee Subsidy eligibility, and Eligibility Verification Process (EVP) is completed for the Satellite Offices

# Full Time Presence (Offices are Open and Staffed Five Days per Week)

| Community<br>Location   | Client Convenience and Accessible Locations  | Client Privacy, and<br>Confidential Spaces<br>in which to Offer<br>Service   | Security for the<br>Staff<br>(Health & Safety)*  | Staff Resources  | Information<br>Technology  |
|---|--|--|--|--|--|
| Geraldton Servicing: • Geraldton • Beardmore • Unincorporated | Centrally located accessible building Shared with three other community service agencies | Office space offers both privacy, and confidential space. Two private and confidential interview rooms are utilized by staff to meet with clients  Main office space is shared by one Intake Worker and two Community Caseworkers. Office space is shared by visiting TBDSSAB staff  Interview rooms are scheduled for clients to meet via skype appointments for Addictions Services Initiative (ASI) | Two (2) staff normally in the office on a full time basis  Office complex is shared with:  • More than Words Employment Services, • Family and Children's Services, and • North of Superior Programs | 1.0 FTE Intake Worker  1.0 FTE Community Caseworker  1.0 FTE Community Caseworker, based in Geraldton, provides Part Time and Visiting Services to Longlac and Nakina (three (3) days per week in Longlac, as required in Nakina), and carries a caseload in Geraldton | DSL low grade internet  Direct Secure connection (VPN) to Headquarter Office for access to all network resource  Stand-alone telephone system  Security cameras with remote viewing capability |

| Community<br>Location                           | Client Convenience and Accessible Locations  | Client Privacy, and<br>Confidential Spaces<br>in which to Offer<br>Service  | Security for the<br>Staff<br>(Health & Safety)*  | Staff Resources                 | Information<br>Technology   |
|---|--|---|--|---------------------------------|---|
| Marathon Servicing: • Marathon • Unincorporated | Centrally located accessible building  Shared with three community agencies in the TBDSSAB section and many other community services in the other sections of Peninsula Square | Office space offers both privacy and confidential space  Space has two private offices (one of which is used as an interview room) occupied by one caseworker. The other office is also used by visiting Supervisor and other visiting staff such as Addiction Counsellors and Housing staff. Office is also used for clients to meet via. skype appointments with for Addictions Services Initiative (ASI) | One staff is located in this office  Supervisor attends for two (2) days once per month  Office complex is shared with:  People Advocating for Change through Empowerment Inc.(PACE),  Northwest Employment Works (NEW), and  Kinna-aweya Legal Clinic | 1.0 FTE Community<br>Caseworker | Standard grade cable internet  Direct Secure connection (VPN) to Headquarter Office for access to all network resources  Stand-alone telephone system |

| Community<br>Location   | Client Convenience and Accessible Locations   | Client Privacy, and<br>Confidential Spaces<br>in which to Offer<br>Service   | Security for the<br>Staff<br>(Health & Safety)*  | Staff Resources   | Information<br>Technology  |
|---|---|--|--|---|--|
| Nipigon  Servicing:  Nipigon  Dorion  Pass Lake  Red Rock  Unincorporated | Centrally located accessible building  Building is accessible through the other office shared in the building | Office space offers both privacy and confidential space  Office has two private offices; one occupied by the caseworker and the other occupied by the District Supervisor  The Intake worker occupies the main office to greet clients | Two (2) staff are located in this office.  The one (1) Supervisor is based out of this office, however, travels to other satellite office sites on a regular basis  This office complex is shared with Imhoff Financial and Insurance Services | 1.0 FTE Community Caseworker  1.0 FTE District Supervisor | Standard grade cable internet  Direct Secure connection (VPN) to Headquarter Office for access to all network resources  Networked telephone system allows direct 4-digit dialing between Schreiber, Manitouwadge, and Headquarter office  Security cameras with remote viewing capability |

| Community<br>Location                        | Client Convenience and Accessible Locations                    | Client Privacy, and<br>Confidential Spaces<br>in which to Offer<br>Service | Security for the<br>Staff<br>(Health & Safety)*   | Staff Resources  | Information<br>Technology  |
|--|--|--|---|--|--|
| Schreiber Servicing:                         | Centrally located accessible building                          | Office space offers both privacy and confidential space                    | One staff is located in this office   | 1.0 FTE Community<br>Caseworker  | Standard grade cable internet  |
| Schreiber     Terrace Bay     Unincorporated | Shared office<br>building with<br>Municipality of<br>Schreiber | This office has a main office with an attached client interview room       | Supervisor attends<br>monthly as well as<br>other visiting<br>Housing and<br>Addiction Services<br>Initiative staff | This position also completes all Satellite offices' Child Care eligibility determination for Fee Subsidy, and all Eligibility Verification Process (EVP) for the Satellite offices | Direct Secure connection (VPN) to Headquarter office for access to all network resources  Networked telephone system allows direct 4-digit dialing between Nipigon, Manitouwadge, and Headquarter office |

## Part Time Presence (Offices are Open and Staffed One to Four Days per Week)

| Community<br>Location  | Client Convenience and Accessible Locations | Client Privacy,<br>and Confidential<br>Spaces in which<br>to Offer Service        | Security for the<br>Staff<br>(Health & Safety)*   | Staff Resources   | Information<br>Technology   |
|--|---|---|---|---|---|
| Kakabeka Falls  Servicing: Conmee Gillies O'Connor Oliver / Paipoonge Unincorporated | Centrally located accessible building       | Office space was recently renovated to offer both privacy, and confidential space | One staff is located in this office  This office is a standalone building in which TBDSSAB is the only occupant | 0.40 FTE Caseworker (from the Thunder Bay Headquarter Office) provides service to Kakabeka Falls office two (2) days per week  0.20 FTE Intake Worker or Eligibility Worker (from the Thunder Bay Headquarter Office) rotate to provide service to Kakabeka Falls one (1) day per week  The Kakabeka Falls office is open three (3) days per week | Direct Secure connection (VPN) to Headquarter office for access to all network resources  Single telephone line |

| Community<br>Location                         | Client Convenience and Accessible Locations                                | Client Privacy,<br>and Confidential<br>Spaces in which<br>to Offer Service  | Security for the<br>Staff<br>(Health & Safety)*  | Staff Resources   | Information<br>Technology  |
|---|--|---|--|---|--|
| Longlac Servicing: • Longlac • Unincorporated | Centrally located  Shared office space with Greenstone Municipal Employees | Current location<br>does not afford<br>privacy for client<br>interactions   | One staff is located in this office  It is shared with Municipal staff members. There are normally at least two (2) municipal staff in the office while the TBDSSAB staff is present   | The 1.0 FTE Community Caseworker, based in Geraldton, provides service three (3) days per week in Longlac     | DSL low grade internet  Direct Secure connection (VPN) to Headquarter office for access to all network resources  Single telephone line  |
| Manitouwadge Servicing: • Manitouwadge        | Centrally located accessible building                                      | Office space offers both privacy and confidential space  Space includes a private office for confidential services, and a common waiting room that is shared with other community organizations | One staff is located in this office  The office complex is shared with:  North of Superior Programs (two staff), and  The Municipality of Manitouwadge Social Housing Inc. (one staff) | 0.60 FTE Community Caseworker three (3) days per week The Manitouwadge office is open three (3) days per week | Low grade cable internet  Direct Secure connection (VPN) to Headquarter office for access to all network resources  Networked telephone system allows direct 4-digit dialing between Nipigon, Schreiber, and our main office |

## **Visiting Presence (Temporary Locations, Staffed per Schedule)**

| Community<br>Location     | Client Convenience and Accessible Locations | Client Privacy, and<br>Confidential Spaces in<br>which to Offer Service   | Security for the<br>Staff<br>(Health & Safety)*   | Staff Resources  | Information<br>Technology   |
|---------------------------|---|---|---|--|---|
| Armstrong                 | Centrally located                           | A room is rented in the building. The room offers   | Two (2) staff travel together to deliver  | 1.0 FTE Community Caseworker (from the   | DSL low grade internet  |
| Servicing: • Armstrong    | accessible building                         | the ability to provide private and confidential services and has access to a central hallway                            | services in<br>Armstrong  | Thunder Bay Headquarter Office)  1.0 FTE Employment Placement Worker or Addiction Counsellor (from the Thunder Bay Headquarter Office) attends with the Caseworker, three (3) times per year | Direct Secure<br>connection (VPN) to<br>Headquarter Office for<br>access to all network<br>resources<br>Single telephone line |
| Nakina Servicing:  Nakina | Centrally located accessible building       | Office space is used at the Greenstone Municipal office complex in Nakina. It offers private space to meet with patrons | One (1) staff travels from Geraldton to Nakina to deliver services as required  The staff share office space with a Greenstone Municipal Staff who is located on site | 1.0 FTE Community<br>Caseworker, based in<br>Geraldton, provides<br>services, as required<br>in Nakina   | No internet capability Single telephone line  |

<sup>\*</sup> Human Resources to perform risk assessments of all satellite office space in the fall of 2018