



**MINUTES FOR THE MEETING OF THE BOARD OF THE  
BOSTON PUBLIC HEALTH COMMISSION  
Wednesday, March 9, 2016**

A meeting of the Board of the Boston Public Health Commission ("Commission") was held on Wednesday, March 9, 2016 in the Hayes Conference Room, 2nd floor, 1010 Massachusetts Avenue, Boston, MA 02118.

**Board Members Present:**

Paula Johnson, MD, MPH, Chair  
Harold Cox  
Myechia Minter-Jordan, MD, MPH  
Celia Wcislo

**Also Present Were:**

John Townsend, Dr. Huy Nguyen, Tim Harrington, Chuck Gagnon, Kathy Hussey, Gerry Thomas, Steve Stephanou, Philomena Assante, Craig Pille, Nick Martin, Debby Allen, Amanda Ali, Lisa Conley, David Pia, Triniese Polk, Elizabeth Church, Michael Soo Hoo, William Kibaja, Rosa Santos, Maria Rios, Aileen Shen, Brad Cohen, Justice Castaneda, Beth Grand, Donna Caron, David Susich, Debbie Lay, Osagie Ebekezien, Mary Bovenzi, Anne McHugh, Martha Farlow, Mia BrodyField, and Ann Henry.

**Proceedings:**

***Chairwoman's Comments***

*Paula Johnson, MD, MPH*

- Dr. Johnson welcomed Ms. Valdes Lupi to her first board meeting and said that it was wonderful to have her here. Dr. Johnson explained that the agenda will mainly focus on the budget. She thanked everyone for being here at this late hour, it is much appreciated. Dr. Johnson commented that today is a special evening. We will have the budget, and will have a goodbye to Celia, whom we'll miss, but we'll save that for the end.
- There are some other announcements. One of them is one that she regrets tremendously and that is John Townsend is leaving us. Our Director of Administration and Finance has announced that he will leave us on April 1, 2016. Dr. Johnson noted that Mr. Townsend has played so many roles here, coming here almost 19 years ago, shortly after the Commission was started.
- Mr. Townsend was in the Legal Department, the General Counsel's Office and then promoted to General Counsel. I believe you were General Counsel when I came to the Board. What you did in that first phase of your career here was extraordinary. It allowed the Commission, which was new, to do so much of what it did and allowed us to move through assuming a regulatory authority. You also served us well in terms of when the Commission was being sued and defended us in so many ways.
- In 2008, under Barbara Ferrer, you were made the Director of Administration and Finance. If I named the list of things I could, it's just a huge portfolio. We've been so grateful for your leadership: Budgets, Grants, Accounting, Procurement, Revenue, the General Counsel's Office, Labor and Employment, Human Resources, Operations, Property Management and Security. Having you in this role during those years, but in particular, during the transition year was so important to the cohesiveness and integrity of the Commission. We are going to miss you. The Board is going to miss you. We wish you all the best and insist that you stay in touch and, at least, come to some of the events. Thank you.
- Ms. Wcislo added that Mr. Townsend has always been so straightforward and direct with us. She wants him to remember the whole history of how this was created. You've been a tremendous asset to this Board. Thank you. Mr. Cox commented he was very appreciative to Mr. Townsend for his level-headedness in dealing with us; especially his ability to politely rein us back in when necessary. Mr. Cox is also appreciative for all the wonderful contributions Mr. Townsend has made to the organization over these years.

*Acceptance and Approval of the December 17, 2015, December 23, 2015 and January 14, 2016 Board Meeting Minutes*

- Before starting on the Budget presentation, Dr. Johnson asked for a motion to approve the minutes from the past three board meetings: December 17, 2015, December 23, 2015 and January 14, 2016. Ms. Weislo seconded the motion with no objections. The minutes were unanimously approved by the board members in attendance. Dr. Johnson gave the meeting over to Monica Valdes Lupi.

*Report from the Executive Office*

*Monica Valdes Lupi, JD, MPH*

*Executive Director, Boston Public Health Commission*

- Ms. Valdes Lupi also wanted to take a moment to recognize Celia. When she began her tenure on the Board, David Mulligan, if recalled correctly, was still the Chair. So it's great to be able to see you really move some of the policies and help shape the policies to help us with the vision here. I know it's a "hello" for us this evening, but also goodbye and hope that we can continue to keep in touch.
- Ms. Valdes Lupi wanted to echo what Dr. Johnson has already said about Mr. Townsend and know that many of us here at the Commission will miss John and his leadership. I too began working with John here at the Commission when he was our General Counsel and appreciated the balanced perspective that he offered to all of us. That style, I think, has served him well as he's tried to juggle so many things in the last eight (8) years with the many changes at the Commission. So, thank you John for your service.
- Ms. Valdes Lupi also congratulated Dr. Johnson on the recent news about her selection and appointment as the new President of Wellesley College. We're thrilled that you'll be able to stay with us over the next couple of months and work with us on transitioning.
- Just a reminder that this is a rescheduled meeting from February, so the board meeting originally scheduled for March 17, 2016 has been cancelled. Our next board meeting will be April 28, 2016.
- Some quick programmatic updates before we begin. Dean Cox was talking with Chief Hooley about a very exciting event that was held earlier this week at the Convention Center. I want to congratulate Chief Hooley and his staff for a really impressive, very informative event that was entitled "When Terror Strikes." We had over 600 attendees with the majority being there for the full day of the program. We were able to hear experts and colleagues from Paris share the lessons learned from the Hebdo and November 13, 2015 attacks. I really felt that it was interactive in the way that it was designed. Everyone at the event was talking about how much they learned and how much they will take the different points into consideration as they continue to develop plans and practice different exercises to prepare for multi-site, multiple, simultaneous attacks. Thank you, Chief Hooley for leading those efforts. I also want to thank the Mayor's Office of Emergency Management for helping to co-sponsor.
- Along with celebrating John's service to the Commission, I did want to share some exciting news in terms of staff changes for us. I believe I'm entering into my seventh week here at the Commission and wanted to thank Dr. Johnson, Mayor Walsh and also Chief Arroyo for all the guidance and support leading up to my first couple of weeks here and then being here onsite with many of the staff who are in the room and their colleagues. If you will recall, there were two (2) vacancies in particular that the Mayor and Dr. Johnson had blessed and provided their enthusiastic support in terms of filling. One of them was the Deputy Director position which has been vacant for quite some time from under Barbara's tenure here at the Commission. And the second was a Chief of Staff position for which PJ (McCann) is doing a great job serving in an interim role.
- Now I am really pleased to share with the Board that I have been able to select and bring on board a new Deputy Director. I wanted to announce that we did meet with the Mayor yesterday and shared these plans with him which he was thrilled to hear about in terms of these two (2) new staff announcements. We talked with the Senior Leadership Team earlier today about the things that I'll share.
- In terms of the Deputy Director, I'm really excited that Rita Nieves, who has been serving as our Bureau Director for Addiction, Prevention, Treatment and Recovery Support Services will be our new Deputy Director. A little bit about Rita in case you weren't aware. Rita has been here at the Health Commission since 1994 when she joined us to lead our TB program under Dr. Barry. She quickly moved into the role of Division Director for what was Substance Abuse Services Bureau at that time. In 2003, she was appointed as the Bureau Director. Rita was the co-founder of a residential program and two outpatient addictions treatment programs within the department. She manages a budget of approximately \$9 million and oversees a really diverse group of dedicated clinical staff who work and oversee with her on those programs. More recently, Rita has worked really diligently with her bureau to implement various process improvement initiatives and worked to develop an electronic medical record and integrated trauma informed services. That's not only within her bureau, but I also know she has worked alongside Homeless services and other bureaus and programs to share those learnings. She has been a grant writing machine for the Commission and during her tenure has obtained over \$30 million dollars in funding for the development and implementation of evidence-based substance abuse and treatment services. She has won many awards; a couple to note for all of you is the Henry L. Shattuck Services Award and also the Outstanding Contributions to Substance

Abuse Treatment Services Award from the National Hispanic Science Network on Drug Abuse. Before joining the Commission, Rita was a nurse over at Boston City Hospital and in Puerto Rico. To add to that, she recently became a Licensed Clinical Social Worker amidst everything she's been juggling while wearing her Bureau Director hat. As I told my colleagues earlier today when I shared this announcement, Rita is a treasure for us to have here at the Commission. I know that her reputation and the work that she has lead is admired and a model across the nation. I know that we're really fortunate to have her in this role as the Deputy Director. Thank you, Rita.

- A second announcement I want to share with the board was regarding our Administration and Finance lead. With Mr. Townsend's departure, I am pleased to announce that Grace Connolly will be returning to the Commission to lead this work for us. In the last two years, Grace has been a colleague of mine in Virginia at the Association for State and Territorial Health Officials where she's done a lot of work looking at developing and executing internal controls, strengthening the annual budgeting and reporting process and the procurement process. One of the things that we specifically recruited her for, in working with us at ASTHO, was to rebuild our relationship and the work that we do with senior federal officials, particularly at the CDC.
- In the past, some of the bureau directors here had Grace working with them as their Bureau Administrator. She definitely has a lot of experience in rolling out different enterprise solutions around budgeting, contract management, project management, human resources, and other tracking services. She's done a lot of work during her time at ASTHO in Virginia to help mentor and train the staff here. That was one of the things we needed her expertise in.
- In her current role at ASTHO, she has also provided technical assistance to other state health departments based on the work she did at the Massachusetts Department of Public Health. So, John Auerbach and I actually recruited her from the Commission to come join us as part of our team there. At MDPH, she oversaw fiscal planning and management, grant compliance, budgeting, contracts, purchasing and supervised a staff of 25. She was often the person we would deploy when we were at the state health department in the early years to assess the different budget and finance systems within each of the bureaus. She helped evaluate staff competencies and was a resource to the bureau directors to help figure out where there were risks and to maximize compliance in terms of state and federal finance rules.
- Grace and I met here at the Commission, starting within months of each other here at the Commission in 2001. She's served as a bureau staffer for Substance Abuse Services, Communicable Diseases, Public Health Preparedness, and Homeless Services and helped to work on our third party billing systems in the early years. She also has a JD and is licensed to practice in California. I'm just really pleased that Grace will be coming up, where particularly as John is transitioning out. Grace will be working alongside John to work with the different senior staff to make sure we've got continuity in terms of the work that we're doing, particularly as we're still in the midst of the budgeting cycle. Those are the two major staffing announcements I wanted to share with the Board.
- Dr. Johnson congratulated Ms. Valdes Lupi on the staffing announcements. She then gave the floor to Ms. Valdes Lupi and Mr. Townsend for the budget presentation.

***Presentation: BPHC FY 2017 Budget Process and Overview***

*Monica Valdes Lupi, JD, MPH, Executive Director*

*John Townsend, Esq., Director of Administration and Finance*

- Ms. Valdes Lupi explained that she and Mr. Townsend would split up the budget presentation this afternoon, but first she wanted to thank many of the staff in the room, but some in particular, for all the hard work in getting us to this point. She thanked the Bureau Directors and their Bureau Administrators for being patient with her. In terms of the materials you'll see in the slide deck, she wanted to thank Mr. Townsend and his colleague William Kibaja for helping us get ready. We're joined this afternoon by a colleague from City Hall's Office of Budget Management, Steve Stefanos. Steve has been on several weekend calls with John, William and I and some of the staff in the room to help get us to this point. I definitely want to thank Steve, Katie Hammer, Dave Sweeney, Ellen Hatch and Jim Williamson for all their help and this crash course as I reintegrate back into the City budgeting process.
- As I mentioned, John and I will split up the slide deck. I will begin with a recap of general themes in terms of the development of the FY2017 Budget being presented today. We received instructions at the end of December from City Hall about how to prepare our budget submission. This language is literally from that budget memo and the instructions that they offered. I will say to you that the instructions felt familiar and not a surprise, because Katie Hammer, who is one of the senior staff in the Budget Office, actually came from State and the Office of Administration and Finance. Clearly, in terms of the packet and the information we were submitting, there was a need for the spending to be aligned with Mayor Walsh's priorities in terms of creating a thriving, healthy, innovative city for all residents. There is also an instruction about really looking critically at our departments' programs; looking at different efficiencies that might be available; looking at proposing some innovations that might help us redirect some of those efficiencies; and focus on continuing to sustain high-impact programming.

- There are three (3) parts we'll walk through this afternoon in terms of what I'll refer to as the budget package. What we'll talk with you this afternoon about is the Maintenance Budget, the first piece. We'll share with you some of the reform proposals along with cuts, investments and revenue proposals that we submitted. The caveat is that for some of these pieces, they are proposed activities and we are still in the process of working with Steve and others at City Hall in terms of finalizing that work.
- Ms. Valdes Lupi recapped the budget timeline stating that prior to the January 19, 2016 submission to the City's Budget Office, a lot of hard work had been done by the bureau directors and bureau administrators just to make sure we got that package done. Between January and today, in fact, we've had discussions with the budget staff about the proposals submitted and a plan for staying on track in terms of the timeline.
- We're here tonight to present the Maintenance Budget for FY2017 to the Board for vote. We will then move ahead with submitting this piece of the budget to the Mayor. In April, we'll come back to the Board for final approval and at that time will be able to share more details on the other initiatives we'll be hearing about. Then something that's very important to me, between now and May before we present to the City Council, is holding a series of town hall all staff meetings. This is what I've been doing my first few weeks here at the Commission to make sure that we're sharing as much information as we can with the bureau directors and senior staff.
- The Maintenance Budget is aimed at creating a budget that strives to ensure that we're providing sufficient funding for core functions and mission critical activities at the Commission in the most efficient manner. The target number is approximately \$76 million which overall reflects a 3% increase when compared to FY2016 after making adjustments to operating and fixed costs. The 3% works out to approximately a \$250,358 increase to the overall budget. To get to this target, we had to propose additional reductions to get to the \$76 million figure some of which included eliminating seven (7) vacant FTEs. I will say this was not an easy process to get to this target. I do feel it was a collaborative effort, particularly in the last several weeks all around, both internally and with City Hall to get us to this point and present it to you this afternoon. John's going to walk-through a detailed summary of the City Appropriations for us.
- Mr. Townsend gave an overview of the City Appropriation with a graph depicting the changes and proposed cuts. He explained that the Fixed Costs for Pension has gone up by \$1.3 million. Due to various changes in the accounting rules and regulations, the costs have been moved onto our books. Health Insurance will see about a 6.5% increase. The EMS COLA increase is the only contractual obligations left to fund for FY2017; all others expire on June 30, 2016. We will begin re-negotiating those over the summer.
- The EMS Ambulance Lease refers to the 10 new ambulances EMS purchased last year and now we're going to start paying for them. The \$527,455 is the payment for FY2017 and part of a 5-year deal to pay for them. HSB Front Door Triage is a particular endeavor to hire 5 additional FTEs for the emergency shelters and allows for a better intake process that will direct clients into services that are available. This is an additional \$269,580 for FY2017. Once again, the Fixed Costs related to Pension (\$1,330,770) and Health Insurance (\$639,961) represents an increase of 7.65% (\$1,970,661) from FY2016.
- Mr. Townsend continued with the Maintenance Budget decreases and explaining how we arrived at the \$1,245,217 figure. Homeless Services will have an FTE Increase (1.79 FTE) and an overall reduction of \$96,873. City Hall is taking a new approach to Salary Savings Commission wide in FY2017. They have asked us to go through our Salary Savings and apply some of those towards the budget; the credit for FY2017 is \$447,464. The price of gas and oil has gone down so Property Management will see Utility Cost Savings of \$115,000. We took a look at Administrative Costs and squeezed out \$114,335 in savings. Public Safety Overtime: we are negotiating to get more staff for the Public Safety Office and are hoping to save about \$50,889. The CAFH Parent Mentoring and Student stipends, approximately \$12,000 and \$140,363 respectively, typically used for participation in the program are being eliminated along with three (3) vacant CAFH positions for a savings of \$237,293. Finally, Infectious Disease has shifted and realigned some personnel for a savings of \$34,000. All these decreases bring us to that \$1,245,217 figure.
- Mr. Townsend stated our targeted budget amount for FY2017 is \$164,985,000. He stated that 46% of that comes from Boston City Appropriation; State Grants account for 12%, Federal Grants for 13%; the 29% Billed Other refers to our Boston EMS third party collections. Mr. Townsend broke it down further by showing a chart depicting the internal bureau targets and the corresponding City Appropriations. EMS has the highest appropriation at \$18,166,000 or 23.85%. APTRSS comes in at the lowest appropriation of \$3.4 million or 4.54%.
- Next there was a chart indicating the external budget amounts each bureau is to receive from Federal Grants, State Grants and Billed & Other revenue sources. Infectious Disease is expected to receive \$13.8million in Federal Grants alone, most from the Ryan White Grants; Community Initiatives is looking to get \$5.4million in Federal Grants; and CAFH \$3.6million in Federal Grants. EMS is projected to take in \$34,047,000 in third-party billing for FY2017.
- External funding changes are mostly grants that are ending and not a total surprise for the staff. For FY2017 external funding changes include the following projected bureau reductions: Community Initiatives \$917,111; CAFH \$441,683; Public Health Service Centers \$81,875. Bureaus with projected increases in FY2017 are: Homeless Services \$1,011,689; APTRSS \$26,000; and Boston EMS \$59,943.

- Mr. Townsend discussed the pending grant applications: who the funders are, the program/contact receiving the grants, the grant amounts and filing deadlines. He commented that the staff has done an outstanding job in getting the applications together and submitted. We currently have 14 pending applications worth \$12,108,563 over the next five (5) years and broken down by year as follows: FY2017 \$4,325,651; FY2018 \$2,826,956; FY2019 \$2,626,956; FY2020 \$1,430,000; and FY2021 \$900,000.
- Ms. Valdes Lupi stated that all city departments, as part of the budget process, were required to submit proposals for an additional 3% reduction. The emphasis was on looking at cuts that would minimize the harm or impacts on programs, clients and activities. For us, we will try to mitigate negative personnel impacts. The reductions had to be realistic. We couldn't propose cuts that we wouldn't be willing to follow through on if they were accepted. The caveat is that the ones we will walk through are just proposals at this point. We have not completed the discussions with our colleagues at City Hall about which proposals they are willing to accept. The target for us in meeting this additional 3% reduction (from City Appropriation funding and not Grants) was approximately \$1.4million. On the list for reduction is less than 10 FTEs proposed for elimination and a proportional reduction of 3% to CHC funding or approximately \$111,344. These reductions are across our bureaus to get to that target.
- Next are the reform proposals and as we were discussing them internally, we thought why not just implement them particularly if there is zero cost to us. We will highlight a couple of the proposals submitted as reform proposals. First, is around the transfer of Long Island to our colleagues at Public Works. What it says on the estimated costs is \$0, but it is actually an accounting proposal we put on the list because of the bridge closure and all of the vital programs we once were providing at Long Island have all now been relocated into other off-sites. We don't have any other services or programs being delivered at Long Island, yet we still continue to maintain the property and physical aspects of the programs that were sited on the Island. We have proposed transferring those costs of operating the programs on Long Island to the Public Works Department in FY2017. In terms of the cost of doing that, it would be a \$1.6million shift.
- The second reform proposal to be highlighted is around Healthy Homes and an energy screening initiative. The Community Initiatives Bureau has a nationally recognized Health Homes program where we have staff offering free home visiting services to Boston residents to help them manage their Asthma and really look at the environmental factors that can help support Asthma prevention and control. What we've done in this proposed reform initiative is put on the proposal the ability to modify what the home visitors are doing to expand their assessment and screening questionnaire to ask families about energy security and insecurity challenges that they are experiencing. To define, energy security refers to the household's inability to adequately meet basic heating, cooling and energy needs. We know that these are contributing factors in terms of the poor health outcomes we're seeing in children. Being able to do this assessment will allow all the home visitors to do a very important triage and referral linkage services to the families who are in most need of them. This is budget neutral in terms of what we've presented to the City and will be able to leverage the whole visitors staff time in implementing this if accepted.
- The third reform proposal to be highlighted is the Mayor's Healthline - SNAP which is also part of Gerry Thomas' Community Initiatives. The Mayor's Healthline works to connect Boston residents to access a range of different services and programs including health coverage. All of our Mayor's Healthline Staff are state certified navigators who can help train residents to understand, apply for and enroll in the new insurance options. We want to take advantage of the fact that many of our staff are multi-lingual and can also expand on the enrollment assistance services they're offering to include applications for SNAP. Again, going to issues around food security and being able to ensure that we are able to screen, triage and make the appropriate referrals and linkages to different services. This is a great idea that Ms. Thomas and her staff have submitted and it is budget neutral in terms of the cost.
- Ms. Valdes Lupi commented that as part of our development of the budget, we were also encouraged to put on the table ideas for new initiatives. This was aimed at trying to get departments to be creative in looking at different activities that could help promote the Mayor's vision and also leverage existing resources within the departments. This is a list of the new initiatives we've proposed. We're still in the process of discussing each of these with our colleagues at City Hall, but wanted to take the time to highlight a couple of them in particular.
- The first two fall under our Homeless Services Bureau and Beth Grand, as you know, is our Bureau Director. The first involves Homeless Services emergency shelter staff. We've requested funding to support 19.2 FTEs. This is really to address the changes in the way in which we've had to adjust the delivery of homeless services at multiple sites now. In order to maintain the level of support, we've submitted this request; cost is approximately \$1.3million.
- Because of the structural reconfiguration and the way the two homeless shelters at Woods Mullen, 112 Southampton and Mattapan have been designed, we have experienced the need to strengthen the Public Safety Operations that we provide, to ensure not only the safety of the staff, but of the clients as well. We've put in a request for additional resources at a cost of approximately \$318K to help with that.
- Shifting to another group of new initiatives I want to highlight is EMS. We've put in a request for 20 additional FTEs. In my first few weeks, I've been working closely with Chief Hooley to understand how there has been a heightened demand for pre-hospital emergency medical services. Having these additional FTEs will help to support the work he's doing with his staff to reduce response times and ensure that critical patients receive timely pre-hospital care and are transporting them appropriately.

- As part of this request, we also have looked at the number of calls we're having to transfer to private ambulance companies because we don't have the current capacity to meet the demand. There is a potential with this proposal of garnering additional revenues in terms of those transports that we now have to transfer to the private ambulance companies.
- Another EMS proposal that we put on the table was for the ambulance purchases. Even with the new vehicles, we still do have a fair number of vehicles that need to be replaced. There's a lot of wear and tear on these vehicles; we've got seven 10yr old ambulances with average mileage of over 80,000. We're working now towards maintenance schedules where we can rotate the vehicles on regular schedules. If this proposal were accepted that would help with the work we're doing under Chief Hooley.
- Dr. Jordan had a question regarding the Safe Shops Hair Salons initiative. Ms. Valdes Lupi asked Ms. Thomas to speak about it since it builds on some other work Ms. Thomas is leading in environmental health services. Ms. Thomas explained that one of the Board requirements in 2017 is that nail salons have a ventilation system. For many of them we found it was cost prohibitive; it could go up as high as \$20,000. We are working with DND and the City Hall Small Business Association on getting some micro-loans by recycling some of the permit money from the nail salons, and giving some micro-loans to the some of the nail salons to help them meet the Board requirement.
- Ms. Valdes Lupi continued with an explanation of some revenue enhancements. There is an opportunity to look at the fees and fines we impose from different programs here at the Commission. Some of them do become out of date and have not been adjusted in terms of inflation and other increasing expenses.
- Ms. Thomas interrupted and apologized, the information she previously gave referred to the nail salons, not hair salons. They have been working with a group at Brandeis from the Resilient Sisterhood, to look at the environmental exposures of the hair salon workers and some of the risks involved in that work. They're working daily with some well known carcinogens. We want to apply our work from the nail salons and Safe Shops to see what new products or safer products people could swap out. We're working with consumers to try and find healthier options, so it will follow the same path that nail salons and Safe Shops did.
- Ms. Valdes Lupi stressed the fact these are all proposals we've submitted at this point and time. The first is to increase permit fees and as the Board knows we do regulate a number of different industries from nail salons and tobacco retailers to asbestos abatement companies. The permit fees haven't been increased here for several of these in over a decade that includes asbestos, tobacco control and tanning. What we realized is that the current fee structure doesn't cover the cost for the ability of our staff to enforce these important regulations and to insure compliance. The staff did a great job looking at other surrounding towns to develop reasonable fees so we're cautiously optimistic that we'll be able to increase those fees.
- The second is related to training fees under our program for Public Health Preparedness. Many of our staff in that program get requests to go out to different communities in different settings from community based organizations and sometimes private sector companies to provide training and technical assistance around preparedness. They are not permitted to use their federal grant funds to do this training and technical assistance. What we've proposed is a \$60,000 investment in FY2017 to allow our staff to respond to these requests. What we've submitted is that, within subsequent years, the investment on the City side will be offset by the revenue we anticipate bringing in from the training.
- Finally, the Office of Research and Evaluation has proposed imposing data request fees. In her materials, Dr. Shah has outlined that we sometimes get requests for data from her staff that exceed the level of a staff in terms of time and analysis and compiling the necessary information in response to the data request. What they have proposed is imposing a modest fee for those data requests that will require more than ten (10) hours of staff time to do the work. This modest fee will help in terms of building our analytic capacity and help promote the work we're trying to do to use data to inform policy and problematic action.
- Mr. Townsend wrapped things up with a discussion about Capital Budget Requests for FY2017. He clarified that the Capital Budget is separate from the Operations Budget. It's not part of the \$76million budget. Just to give you an idea of what we're looking at with regards to capital improvements for FY2017: Critical facility repair funds helps us each year to maintain some of our more aging buildings. EMS has an important need for a station down at the Seaport District and a home for the Training Academy at 215 River Street, Mattapan which will give them a little more space and updated facilities going forward.
- As you know we've opened up 112 Southampton for the men. We don't want to forget our other facilities. Woods Mullen will get interior improvements and is where the women are now sheltered. The Mattapan campus will get some building improvements that house the food pantry and Entre Familia program.
- Long Island is still haunting us. We've asked for funding on a couple of items out there. First, unfortunately the old power plant is just about ready to slide into the Harbor. We're asking for money so we can get some consultants out there and tell us what to do about it. Also access to the Island is very, very difficult so we're asking to put in either a pier or roll-on/roll-off facility that actually allows us to get to the Island in a more expeditious manner.
- Finally, as you know, we've been using hybrid vehicles for quite a while now. We're trying to make the next step to all electric vehicles. We have put in a request for solar powered electrical vehicle charging stations. We'd like to do something with the Island and would like to put a solar farm out there so we don't have to pay for the electrical services and just run off the solar power.

- Dr. Johnson questioned if the power plant provided electricity for the entire Island or for the camp? Mr. Townsend clarified that this is an old facility that was shut down about 10 years ago. Unfortunately, that side of the Island has been eroding away and is getting very close to slipping into the Harbor. It's an issue the City is going to have to deal with sooner rather than later which is why we keep bringing it up for them to take a look at it.
- Mr. Cox was confused regarding the Island commenting that Mr. Townsend initially stated we were trying to offload it, but later stated we needed funds to maintain and improve it. Mr. Townsend explained that because of our certain expertise and familiarity with the Island, City Hall has determined we are better suited to deal with it. Mr. Townsend further explained that it is extremely difficult to get staff to the Island; a temporary dock is currently there. Numerous discussions have taken place and continue to take place with other agencies, including the National Park Service. Mr. Townsend feels it's a shame because it really is a beautiful place. However, there needs to be a vision for the Island before anything else can go forward. The Board members agreed and look forward to hearing more about the process and progress.
- Mr. Cox asked if any of our proposals would impact the Northampton/Albany Tower project. Mr. Townsend it's a separate budget and would not have any impact on the Operating Budget. Mr. Cox commented that the swimming pool has always been a complicated issue and noted he didn't see it on the list. Mr. Townsend stated that once the money is appropriated, then it's put on a 5-year track. The money for the swimming pool has actually been appropriated. There was a meeting about a month ago and we are proceeding with the repairs to the pool. It was determined there was a leaky drain and the pool is actually too deep. We're going to fix the drain, level the pool up so it can be more accessible and start fixing the surrounds as well.
- Dr. Minter-Jordan had a comment. She understands budgets are always difficult, and appreciates all the work that was put into getting this budget to the place where we could have this discussion and be able to get it to the Mayor's office. With the transitions in leadership, she can only imagine how much more difficult that is. Dr. Minter-Jordan encourages us that as we think about next year and the Mayor's request for innovation and new ideas, that we think a little bit more outside the box, which is why I asked about the hair salons. That, to me is innovative and thinking outside the box. The others that are there are ways for us to expand and deepen the work we are currently doing. As we think about new initiatives, she would like for us to think a little bit more creatively around potential new initiatives. Dr. Minter-Jordan thinks there is a lot of work that can be done with the Community Health Centers. There's a lot of work above and beyond what we're currently doing with the hospitals. I would love to challenge us to think about that prior to budget season so that we can get that in and start to have a robust discussion around new initiatives. Ms. Valdes Lupi agrees and commented that the challenges that this was coming in a budget exercise. What she's been doing in her conversations with the program directors is keeping a folder of those ideas for new programs, new initiatives so that we can be doing that throughout the year and not just during budget season. If we do have this running list, then we have some time to have a more thoughtful, meaningful process with a broader group of stakeholders and floating those ideas to City Hall. Ms. Valdes Lupi thinks Dr. Minter-Jordan is spot on in terms of developing FY2018.
- Dr. Minter-Jordan also commented that the Community Health Centers will not be happy about the proposed reduction, but thinks it's reasonable if you have to incur one. If we can think more, as we move into the next year, about how we can more deeply engage and figure other ways around funding that can keep the Community Health Centers whole given the incredible work that we all do. She understands that for the purpose of this, it appears that it was something necessary for us to do at this point. Ms. Valdes Lupi thanked Dr. Minter-Jordan for her understanding and noted again this is just a proposal at this point and hopes it doesn't happen. There is a lot of work in terms of leadership you and your colleagues on the Boston Conference provide on so many issues. She is grateful for the collaboration with the programs here and is looking forward to meeting with the Boston Conference and the Mass League to have a discussion about that and future planning collaboration.
- Another point Dr. Minter-Jordan said we eventually need to get to is to re-examine the methodology. As we look back, no one knows how we got to the way the funds are given to each health center or what the methodology was. It's changed, is some of what we've heard, and what are the major influences? Ms. Valdes Lupi said we've been waiting for that question and is glad Dr. Minter-Jordan offered it. In terms of the methodology, and as you know better than I, it's historic. When you do look at the list of the health centers that have been funded, and not necessarily having a good handle in terms of how that aligns with the Conference's or the Commission's priorities, is important. She is looking forward to having that discussion.
- Ms. Wcislo commented we need to look at who are some of these centers affiliated with and maybe some of the ones that are affiliated with richer systems like Partners and have more ability to get grants and monies from those. We should look at the centers that might be less likely to have other places to get money and then do a financial comparison to see if they are getting lots of money from somebody else. If so, what's the function of our funds?
- Mr. Cox had another question concerning the raising of fees, which is always a touchy issue. If we raise the permit fees, does that require Board action and other regulatory changes? Mr. McCann replied that tobacco fees are set by the Executive Director formally for purposes of the regulation and believes that the others are generally set by the Executive Director. Mr. Cox commented the concern is that do the fees pay for the services and usually they don't. The idea of increasing training fees and data request fees raises some concern for people who utilize those types of services. The health department is certainly seen as being an important resource for our city and people who are writing grants or doing various studies. He thinks it will be interesting to see what that means, who's impacted and how many people are impacted by those requests for data. Who's impacted when we think about issues around training? Who's going to have to pay for training? He also wanted

an explanation as to why it was going to cost us \$60,000 for that to happen. Mr. Townsend explained that this pertains to the Office of Public Health Preparedness. Almost the entire staff is grant funded and under the terms of the grant, they can't do any sort of outside training. The \$60,000 would allow us to get part of the staff or a staff person and materials so we can actually offer training. Mr. Cox said he understands now that we'd be paying someone to do the training so we aren't using the federal grant funds and which, in turn, would help to generate revenue. Dr. Nguyen and Ms. Valdes Lupi further explained the trainings are from other cities and towns across the state. The idea is not to charge our community partners in Boston. It's other municipalities that aren't as well resourced as we are here in Boston and have been requesting more from our staff. Ms. Valdes Lupi was also concerned about fees on the data request proposal submitted. A lot of smaller non-profits rely on our research and evaluation staff to help them do data runs as they're applying for different grant opportunities. She wanted to make sure there wasn't going to be any unintended consequence on those requests. We actually don't get that many requests that require more than 10 hours of staff time. According to Dr. Shah, most of those requests come from some of the larger academic institutions that are submitting very large grant submissions. There's a small category that would be impacted by these fees.

- Dr. Johnson asked if there were any more questions before moving on to the vote. Dr. Johnson thanked Ms. Valdes Lupi, Mr. Townsend and the staff for a very clear and thorough presentation. It was really excellent because it went into significant detail on pretty much every item. Thank you, it was very, very helpful and very well done. She asked one more time if there were any questions before voting. There were none and at this time, Dr. Johnson read the vote into the record. Dr. Johnson then called for a motion to approve the FY2017 Budget for submission to the Mayor. Ms. Wcislo seconded the motion with no objections. The vote was unanimously approved by the Board members in attendance.

**VOTE TO APPROVE THE FISCAL YEAR 2017 PUBLIC HEALTH SERVICES BUDGET  
FOR SUBMISSION TO THE MAYOR OF THE CITY OF BOSTON**

**WHEREAS** the Board has considered the Boston Public Health Commission's public health services budget for fiscal year 2017, prepared pursuant to M.G.L. c.111 App. 2-8 for submission to the Mayor of the City of Boston;

**WHEREAS** a copy of said Commission's public health services budget is attached hereto;

**THEREFORE**, the Board approves and adopts, the attached public health services budget, for submission to the Mayor of the City of Boston, pursuant to M.G.L. c.111 App. 2-8.

That on March 9, 2016, the Commission voted on the foregoing Resolution as follows:

YEAS-   4        NAYS-   0        ABSENT-   3  

***Adjournment***

Dr. Johnson thanked everyone for attending and adjourned the meeting at 7:00pm

Respectfully submitted by:

  
Kathy Hussey, Board Secretary

Dr. Johnson asked people to stay for a few more minutes to recognize Ms. Wcislo. Dr. Johnson stated the Ms. Wcislo has been such an amazing, important member of the Board since 2005. She commented that Ms. Wcislo has been such an important voice on this Board: her ability to be real; her ability to break any issue down into the right questions; her unafraid nature of just getting to the core in the nicest, most respectful way; her commitment to the workers of this City that is so respectful and supportive, and makes us all realize and always recognize that it's a breadth of people who make every institution run. That is in addition to all of your support of so many issues. We can't quite imagine the Board without you. Finally, Dr. Johnson read the Proclamation from the Mayor in honor of all the contributions Ms. Wcislo has made over the years to the City of Boston and the Commission he hereby declared March 9, 2016 to be Celia Wcislo Day.