

**CAPE COD REGIONAL GOVERNMENT - ASSEMBLY OF DELEGATES**  
**Barnstable County Complex**  
**East Wing Conference Center @ 4:00 PM**  
**3195 Main Street, Route 6A**  
**Barnstable, MA 02630**

**APPROVED Journal of Proceedings - April 3, 2019**

**Call to Order**

**Speaker MCAULIFFE: Good afternoon. Welcome to the Cape Cod Regional Government, Assembly of Delegates. It's Wednesday, April 3<sup>rd</sup>, 2019, at 4 p.m., and we are coming to you from the East Wing Conference Center in the County Complex.**

I would like to start with a moment of silence to honor our troops who've died in service to our country and all those serving our country in the Armed Forces.

(Moment of silence.)

Speaker MCAULIFFE: Thank you. Please rise for the Pledge of Allegiance.

(Pledge of Allegiance.)

**Roll Call Attendance**

Speaker MCAULIFFE: We are in a new room with a new voting system. So what we thought we would do would be to have the Clerk call the roll and as you answer your name, you can also hit your electronic button. And remind us again which button it is.

Clerk O'CONNELL: It's the one that will -- the only one that will light up this time will be the plus sign. So after I call your name, you certainly should respond to me with "present," and you can hit the plus sign. When everything is done we'll have a nice rollup and list of everyone who's here.

Speaker MCAULIFFE: Okay.

Clerk O'CONNELL: All right. We're ready to call the roll.

**Roll Call Attendance**

**Present (100%): Mary Chaffee (4.55% - Brewster), J. Terence Gallagher (2.30% - Eastham), Lilli-Ann Green - (1.27% - Wellfleet), Elizabeth Harder (5.67% - Harwich), Christopher Kanaga (2.73% - Orleans), James Killion (9.58% - Sandwich), E. Suzanne McAuliffe (11.02%-Yarmouth), Deborah McCutcheon (0.93% Truro), Susan Moran (14.61% - Falmouth), Thomas O'Hara (6.49% - Mashpee), John Ohman (6.58% - Dennis), Brian O'Malley (1.36% - Provincetown), Randi Potash (2.84% - Chatham), Patrick Princi (20.92% - Barnstable), Linda Zuern (9.15% - Bourne).**

**Clerk O'CONNELL: Roll call is concluded. Madam Speaker, we have 100 percent of the Delegates present.**

Speaker MCAULIFFE: Thank you, very much. So you can see on the screen in front of you now, between Ian and the Clerk, they've gotten things sort of cleaned up a little bit, names are correct, things fit, colors are a little bit more less confusing, I guess, more accurate.

So we were going to go forward with this, and then when we get to actually voting on items, we will attempt it in the same way. And part of the reason is the Charter says something about calling the roll. So there's no reason why we can't do an electronic simultaneously to calling the roll, and then we'll get it straightened out as to whether calling the roll can be covered by just straight electronic voting. But for now, it's going to be sort of a combination of the two.

There will be no votes taken today other than the excepting of the Journal and the Calendar of Business. But this is just sort of we are making progress.

So we have a hundred percent here today and that, obviously, is a quorum.

#### **Approval of the Calendar of Business**

Speaker MCAULIFFE: I will take a motion to approve the Calendar of Business.

**Delegate O'MALLEY: So moved.**

**Deputy Speaker MORAN: Second.**

**Speaker MCAULIFFE: Any discussion? All those in favor? Aye. Any opposed? It passes unanimously.**

#### **Approval of the Journal of Proceedings**

Speaker MCAULIFFE: And then approval of the Journal of March 20<sup>th</sup>, 2019.

**Delegate O'MALLEY: Madam Speaker, I move acceptance of the Journal as electronically distributed.**

**Delegate O'HARA: Second.**

**Speaker MCAULIFFE: Any discussion? All those in favor? Aye. Any opposed? Any abstentions? It passes unanimously.**

#### **Summary of Communications from the Board of Regional Commissioners**

- **Commissioner Bergstrom updated delegates on the board meetings of 3/27 and 4/3/19 including various appointments, agreements, contracts, and a grounds request**
- **Commissioners submitted to the Assembly an amendment to a previously submitted Proposed Ordinance 19-02: To establish a Human Rights Advisory Board and to repeal all other Ordinances related to Human Rights Commission**

Speaker MCAULIFFE: Communications from the Board of Regional Commissioners; we have the Chair of the Board of Commissioners, Mr. Bergstrom.

Commissioner BERGSTROM: I know you have a very lengthy agenda, and now you're at the last stages of reviewing the budget so I'm not going to go into too much detail. We've had two meetings since I last spoke to you. The meeting of March 27<sup>th</sup> was taken up pretty much by routine items.

We appointed Elizabeth Wade to the HOME Consortium Advisory Council.

We authorized a grounds request by Joan Ellis of Barnstable Village to place American flags on the front lawn of the Superior Courthouse to commemorate various holidays and events.

We authorized the submission of a Pre-Proposal to Restore America's Estuaries in response to the Southeast New England Program Watershed Grant Application as sort of a pass-through.

We authorized the execution of an agreement with the Massachusetts Department of Transportation for a grant to the Cape Cod Commission in the amount of \$38,217 to continue the 3C Transportation Planning Activities for the Federal Transit Administration Section 5303 Grants.

We authorized the execution of a contract with Groundwater Treatment and Technology, LLC, to provide technical assistance to monitor and maintain the ground water pump and treat system at the County Fire Rescue Training Academy for a period from the execution of the contract with two one-year options to renew pending appropriation. So they're going to be taking care of that pump and treat system.

We also authorized the execution of a contract with Agilent Technologies for supply and delivery of an Inductively Coupled Plasma Mass Spectrometer -- Spectrometry -- I think it's supposed to be Spectrometer for the County Water Quality Laboratory at a cost of \$108,761.54. If you have any detailed questions about that, you're going to have to ask somebody else because it's a piece of equipment that's definitely needed and it gives us an indication of what's in people's groundwater. You know, and if they come in for samples, it's a quite extensive read out.

So, we approved a couple of minor contracts with courier service vending. And we had a question about a subordination of a mortgage held by the county on real estate in the town of Harwich. Someone who's taken out a second loan, they wanted our interest to be subordinated to -- in third place and the Commissioners sort of said, "Well, we don't know about that." So now it's under study so we decided to boot that down the road until further notice.

That brings us to today. The first issue on our agenda was to approve an amendment or at least to submit an amendment to the Assembly, Proposed Ordinance 19-02 establishing the Barnstable County Human Rights Advisory Board pursuant to Section 2- A-D of the Barnstable County Home Rule Charter at the next regular or special meeting of the Assembly of Delegates which is today.

So I have a copy of that, and I will submit it to you. And you will notice as I submit this, it says, "This ordinance shall repeal Ordinance 05-08, 06-02, 08-12, and 15-06, which are the previous ordinances dealing with the Human Rights Commission.

So, we also authorized the appointment of Sean O'Brien, Director of the Health and Environment Department as Agent of the Dennis Board of Health for a term to expire on March 31<sup>st</sup>, 2020.

Once again, we had another grounds request, this from the Barnstable Village Association to hold various public events during the 2019 season. They give us a list, so we know when they're going to be there. It's not just short notice.

We did some cooperative -- we signed some Cooperative Agreements on dredging which we also had on a previous agenda, and the Administrator signed a contract for \$54,000, another one for \$170,750 which exceeded the amount that we have

authorized -- we had previously authorized the Administrator to sign.

Attorney Troy, County Counsel, came to us and said that he could sign them pending ratification from the Commissioners. And even if there's a time element in signing them that even if we sign -- even if we ratify the agreements after the time has passed, in other words, a time to ratify these contracts, these are state contracts, still his signature counts as long as we ratify them in the next meeting. So that came up quickly because the time was running out.

And that is about it. So dredging... we had Bass River, Packet Landing, and also Parker's River in Yarmouth. So we're going to get there. We're going to do it. Okay.

Speaker MCAULIFFE: Any questions for -- yes, Delegate O'Malley.

Delegate O'MALLEY: Mr. Chairman, you referenced a contract with an outfit for groundwater testing and monitoring.

Commissioner BERGSTROM: Right.

Delegate O'MALLEY: Is this a change or are we just extending the outfit who has already been doing this work; is there some problem?

Commissioner BERGSTROM: You know, that's a good question.

Speaker MCAULIFFE: And we happen to have Mr. Yunits here if he --

Asst. Administrator STEVE TEBO: I can probably answer it.

Speaker MCAULIFFE: Okay. And Mr. Tebo.

Asst. Administrator STEVE TEBO: We did have another vendor that was currently providing that service for us. We put it out for RFP, and this was the responsible party for that contract. So the new contract -- it is a new company that's coming out there. The work that they will be doing has been ongoing for the last three years, but it is a new vendor.

Delegate O'MALLEY: Right, but what I asked was there a problem with the prior vendor? Is there a reason why we --

Asst. Administrator STEVE TEBO: No. It was just the contract had expired and the lower bidder came in differently.

Delegate O'MALLEY: In a bid.

Asst. Administrator STEVE TEBO: I'm not 100 percent sure the current contractor even bid on it for this go around. There were a few vendors, but this was the lower bidder that came in this time, sir.

Delegate O'MALLEY: Thank you.

Asst. Administrator STEVE TEBO: Yes.

Speaker MCAULIFFE: Yes, Delegate O'Hara.

Delegate O'HARA: Thank you, Madam Chair. So you mentioned state contracts for the dredge. So does this impose any problems with the local maintenance dredge? Apparently there's been some over-use of the machines and they aren't making it to a lot of -- the maintenance dredge in a timely fashion. How do these state contracts affect the dredge?

Commissioner BERGSTROM: I'll let Jack and Steve talk to this but not every dredging that we do is mandated by the state or covered by state funds. So that, for instance, Mashpee -- we're in Mashpee now, I believe, or we're headed there. We will be dredging away; is that right? We're in Mashpee now?

Asst. Administrator STEVE TEBO: Yes, so we're awaiting a pipe for Mashpee. The reason for these contracts for next year was for the MassWorks grants. In order for them to extend from this year to next year, they needed to be executed by March 31<sup>st</sup>. So that's why Jack signed the contracts, so they keep their funding for next year. So it's just a funding mechanism for them. They get in through a grant program.

Delegate O'HARA: We're not dredging for the state?

Asst. Administrator STEVE TEBO: No, we're not dredging for the state. The state just grants money funded for the towns. I think Mashpee actually applied for the rivers. I think they --

Delegate O'HARA: That's fine.

Asst. Administrator STEVE TEBO: Yes.

Delegate O'HARA: My concern was that --

Asst. Administrator STEVE TEBO: No, it's just a grant. It's just a grant through the state.

Delegate O'HARA: -- double booking on the dredge.

Asst. Administrator STEVE TEBO: No.

Delegate O'HARA: Which seems to have been a problem this year.

Asst. Administrator STEVE TEBO: Correct.

Delegate O'HARA: I'm hopeful we can avoid that in the future.

Asst. Administrator STEVE TEBO: So all this did was extend the money that was allocated this year in the grant funding to next year by having the contract executed by the 31<sup>st</sup>.

Delegate O'HARA: Okay. Fair enough. Thanks.

Commissioner BERGSTROM: We were a bit overly optimistic about our ability to get to some of these dredging projects. But we've corrected that we're trying every way we can to make sure that dredge is available for the project that is scheduled.

Delegate O'HARA: I know. I went -- I physically went down. They asked me if the dredge had arrived, and I wasn't quite certain from the distance if it was the dredge or a support boat, and I walked to the edge -- end of the spit, which is about an hour trip down and back and actually took a picture of it upon its arrival. No lie.

And then I find out it hasn't moved -- well, I did go by yesterday; I'm working in Popponesset Island and they were moving the boat, the barge, or the dredge around here and there but there's no pipe so they're not working.

Commissioner BERGSTROM: The pipe has to get there. But if you have any more, you know, Tom, if you have any more sightings, let us know.

Delegate O'HARA: Yes, I'll let you know. It's still sitting there. Yes, I'll let you know when it moves. Thank you.

Speaker MCAULIFFE: And the Town of Yarmouth, I think, greatly appreciates the exigent circumstances of keeping the funding going because the whole area, the Parker's River, Bass River and all that, it's all part of wastewater, but it's also part of some redevelopment and sort of renewal along 28 as well. So, it would be a shame to have something lapse because they weren't on top of their signatures.

Commissioner BERGSTROM: Jack and I discuss this if not every day, every other day, and Steve also, and we're trying to stay on top of everything and

improve some logistics of getting men and material to the right place at the right time.

And we have an idea of how the department will run going forward this spring, but that's an issue for another meeting.

Speaker MCAULIFFE: And then one other question; the Human Rights Ordinance -- Human Rights Commission Ordinance that came in today will then take the place of the one that had been submitted earlier that was supposed to be amended.

It's been worked on, changed, and amended so this will be the one that we will be considering, and I believe we have it on the agenda for the next meeting because I know the Human Rights Commission has been waiting to get up and running, and we really need to start moving on it. Thank you.

Commissioner BERGSTROM: Yes, and I'd like -- I don't want to go off of that topic without thanking your Clerk, Janice, for going this like admin people all over the world that have to clean up some of the mistakes that people make when they submit things.

So her work along with County Counsel and my colleague, Ron Beaty, submitted a few changes, so now it's a good version. And I think the Human Rights Commission Dave Schropfer was in front of us today, and they heartily support it, and they think it's an improvement over the past submission so.

Speaker MCAULIFFE: Excellent. So, hopefully, it will go forward -- it will be before us for a vote at a hearing and a vote at our next meeting, and they can get going pending its passage. Thank you.

Commissioner BERGSTROM: Okay. All set.

Speaker MCAULIFFE: Are there any other public officials who would like to speak before the Assembly? Seeing none.

### **Summary of FY20 Budget Presentations**

#### **1. Children's Cove**

- **Department is at full staff and the employee education and travel account lines have increased**
- **Department is not being affected by any early retirements**
- **Website maintenance cost increased**
- **Employee related salary and benefit account lines have increased**
- **Budget is supplemented with various grants including two federal grants**
- **53% of total department budget are state and grant allocations**

Speaker MCAULIFFE: We will go right into our budget deliberations. Children's Cove and we have Stacy Gallagher here. Welcome.

Director STACY GALLAGHER: Thank you.

Speaker MCAULIFFE: So we've been -- this year, just because it's the whole committee, and I know the Clerk has updated everybody, just sort of any big changes or any highlights, sort of the CliffsNotes, I guess.

Director STACY GALLAGHER: Great. Thank you. Good afternoon,

everyone. So my budget is pretty straightforward as I think I've seen other department managers present as well. I think you'll see the same sort of increases with fringes, steps, healthcare costs. We did implement the 10 percent as well, and I'm sure you'll see that adjustment when administration makes that modification.

We are not affected by early retirement in our department at all. So I do want to just hit the highlights. I think it was effective when we had presented at the Commissioners' meeting on our budget to sort of just hit the highlights in the General Fund, and then I always like to talk about our grants and our state allocations because I think some of that can become confusing. So I'll go to that in a second.

So in our General Fund, I know you have the MUNIS report in front of you, and if I can just hit a couple of things that you'll see and increase on.

So 5241 is Education of Employees. You'll see an increase there. That's simply because we are at a full staff at this point, and we are accredited through our national organization, which is the National Children's Alliance, and at this point in their accreditation, they actually mandate certain hours of training for all of us. So we have eight staff that we have to train on a consistent basis so that was that increase.

The second increase that I can highlight is 5282, which is also on page 132 of your MUNIS report is In-State Travel. So, similar reason, we're at full staff. We're actually out in the community a whole lot more as you hopefully have seen this month during Child Abuse Prevention month. So we have eight staff that are out in the community from Bourne to P-town and both islands. So our In-State Travel has increased. We actually used to have that high of a number when we had full staff, and then over the years sort of diminished and have come back up to that number. So that's the reason for that increase.

Also on 5299, which is our Contractual, you'll see an addition of Website Maintenance. So there's certain entities of our website that we've spoke to IT that we just need an additional organization to come in and do some of our website maintenance, so we added that as well.

So in our General Fund those are really the only increases that you will see for the most part, the biggest increases.

And then I can take you to your page. Starting at 135, this is where our state allocation and our grants come in. So I can say that the biggest changes for us is that we actually have two federal grants for the first time that are pretty significant.

When we were approached last year by the County to sort of supplement our budget, we had applied for our Federal Victim of Crime Act Grant and we received it. So the Victim of Crime Act Grant, I'll go over that in a second.

So I'll start with what's on page 135 is our DCF Grant. That's actually a state allocation that we've had for at least the past 20 years. It's increased over the years and we're at 140,000 at this point and that actually fund salaries.

So moving on to page 136, you'll see Line 2808, which is \$7,000. That's our national accreditation. We get \$7,000 to implement however we need to use that for that year. So that's added in as a federal grant as well.

On page 137, you'll see 2809, that's the Victim of Crime Act Grant. So that's the newest federal grant for us. It's essentially a four-year grant with an option to increase and reapply after two years. So that's \$175,000 for at least the first two years.

And that is funding our full-time mental health coordinator as well as partial salary for our family advocate. And we will certainly go in after two years to ask for increased funding on that as well.

Page 138, you'll see Line 2813. That's our S-A-I-N, that's our SAIN line, and that also funnels through Department of Children & Families, DCF, that's a long-standing state allocation as well; \$75,400 and that goes to our SAIN Coordinator who in our organization it's our associate director/forensic interviewer, and that completely goes to that salary.

Just to go back for a minute, so that DCF and the SAIN line, we work really hard with the delegation to make sure that those are funded every year. We did not ask for an increase this year because we're working on sort of statewide equitable funding, and I've had my legislative delegation meeting with them, and they're in support of asking for the same amount for this year.

So page 139, you'll see our second newest federal grant that's 2826, and that is for our Child Sexual Exploitation Case Manager, and that actually funnels through our Mass. Children's Alliance which is our state chapter, and that's for the amount of \$75,000 annually and that will not increase, but we'll get that annually and that's a federal grant through the Victim of Crime Act Grant as well.

And on page 140, you'll see our Mass. Children's Alliance Grant which is our state chapter, and that has increased from about \$35,000 to \$50,000. That fluctuates every year, but we were told that it would be \$50,000 this year and that state funding actually funnels through the Department of Public Health. So we have a lot of channels where all these grants are coming through. And those are our grants and state allocations.

I just wanted to add that our total -- the total ask, 53 percent of our total budget are state and grant allocations. And we also have in-kind services through our Pediatric Sexual Assault Nurse Examiner, so that's our nurse on site. And I've spoken about this when I presented before. The Pediatric Sexual Assault Nurse Examiner Program in Massachusetts as well as Cape Cod Healthcare fund that position wholly. So we do not fund that as a County entity, and we also have a pro bono attorney that we utilize when we receive subpoenas and that sort of thing where they have to appear in court.

So those are sort of the highlights in a nutshell of our budget this year.

Speaker MCAULIFFE: I had a question; you said that you were fully staffed for the first time in a long time. Is your staff where you think it needs to be in terms of the numbers and sort of the diversity? You know, I don't know if there's a fluctuation in your population that you serve or if your staff can accommodate the number of clients in the community.

Director STACY GALLAGHER: Yes, right now so our newest position was our Child Sexual Exploitation Case Manager, and that was actually funded across the state in all child advocacy centers because of the need with the exploitation cases that we're seeing.

So, that was our most recent need. I would say at this point in time we are at a good point because that person is also a forensic interviewer. I was the secondary forensic interviewer as management, that's really difficult. So we now have a

second person in place that's trained to do that.

The only thing that I foresee in the future and we're hoping to utilize it in a different way. I also had stated when I presented to you in the past that we have an AmeriCorps Vista. So in AmeriCorps -- different from the AmeriCorps in the County so it works on programming, and we're hoping to have another one that can assist our Training and Outreach person. If you can imagine as many things as we're doing in the community right now, we have one person to do that who's traveling all over the place.

So we've utilized our AmeriCorps to do sort of weekend awareness events and those sorts of things and it's worked out really well. Our hope is to, hopefully, use AmeriCorps consistently. I think we can have up to two AmeriCorps, so I foresee in the future that we could utilize AmeriCorps for those kinds of services if we needed to add someone else and we wouldn't have to hire an additional training person.

But, we never know with increased cases and the awareness we're doing in the community, I can tell you that our cases are increasing already, and it's a difficult task with nine staff, but we're in a decent place right now.

Speaker MCAULIFFE: Any other questions from the Delegates? Yes, Delegate Zuern.

Delegate ZUERN: Thank you, Madam Speaker. I just have a couple; what is the total in the grants? I know you said it was 53 percent, but do you have a total?

Director STACY GALLAGHER: Five -- yes, \$522,400 in grants and state allocations together.

Delegate ZUERN: Okay. And how many people do you service? Is it like a hundred?

Director STACY GALLAGHER: For cases?

Delegate ZUERN: Yes.

Director STACY GALLAGHER: So we typically do about 200 on average forensic interviews. That's a complete investigative case. There's typically about 50 to a hundred additional what we call are soft referrals. So those are coming in, say a community member has a question about something that may have happened, but it doesn't necessarily go to a case, so we may provide resources in the community or mental health services for that person. So that could be up to an additional hundred families and children.

Delegate ZUERN: Would you say that's increased about 50 percent in the last four or five years or?

Director STACY GALLAGHER: In the last four or five years, yes.

And then with the addition of our exploitation cases, those are increasing very rapidly right now.

Delegate ZUERN: Thank you.

Director STACY GALLAGHER: You're welcome.

Speaker MCAULIFFE: Anyone else? Yes, Delegate O'Hara.

Delegate O'HARA: I'd just like to bring this up. The last time you were here, you brought up the child exploitation and it just blew me away, and I just couldn't grasp that. I live here and I'm pretty active in the community and I was totally unaware, totally unaware.

Director STACY GALLAGHER: Yes.

Delegate O'HARA: So I reached out to others since I learned that and asked if they had been aware of it. Nobody has any knowledge of what's going on now. And it amazes me. And I'm talking school teachers. There needs to be greater awareness somehow, outreach. And I don't have that knowledge, and I don't -- I tell them about Children's Cove. But other than that if -- I tell them, "If you see a problem, go to the police. Go to someone." And I thank you for everything you do.

Director STACY GALLAGHER: Thank you. They can certainly call us.

I can tell you that since we implemented the Child Exploitation Initiative, which is almost going on four years now, we, again, we're nine staff that are really trying to get the message out there. This initiative is going very slowly because when we first came on, we trained 700 professionals in the field around exploitation and we're still doing that.

So right now we're in-service at police departments doing the half-an-hour that they give us to just give patrol the information. We haven't even gotten to the community yet.

So it's slow moving but we really have to train our professionals first in this if we want to have effective and efficient cases, but we'll get there. So we're trying to do the best we can with getting that out into the community as well.

I completely understand it's an unknown thing, but also I think people are still trying to grasp the fact that child sexual abuse happens here. So I think hearing about child sexual exploitation just heightens everybody. I think people think it's an, you know, East Asia issue and it's not. There are kids being trafficked here from New York and Boston and it's happening here.

Delegate O'HARA: And the trafficking, you know, that one just kills me. I have my grandchildren, you know, are in the age group between 10 and 16, and I asked them and they're unaware.

So, again, I thank you and if you need my help for anything, whether it be funding, whatever --

Director STACY GALLAGHER: We appreciate it.

Delegate O'HARA: -- you call me, and I'll do everything I can.

Director STACY GALLAGHER: Thank you. I appreciate it.

Delegate O'HARA: Thank you.

Speaker MCAULIFFE: Delegate Chaffee.

Delegate CHAFFEE: Thank you, Madam Speaker. And I'm really glad the Delegate from Mashpee just made those comments because as we were listening to discuss your budget numbers, which is why we're here today, I was thinking about what those budget numbers mean to your clients.

And we have this constant conversation with many people who live on Cape Cod who say what does County government do? What do I get out of this? And I think Children's Cove is a shining example of how funding in Barnstable County makes a profound difference in the lives of some of the most vulnerable people on Cape Cod, children and their families, as they go through an incredibly difficult experience. So, thank you.

Director STACY GALLAGHER: Thank you. I appreciate it.

Speaker MCAULIFFE: Delegate Princi. No, the little guy down on the right.

Delegate PRINCI: Okay. Thank you. We're unique here in Barnstable County where we're one of the only counties that actually funds a Children's Cove-like program. And over the years, we've been working with Stacy Gallagher and the Children's Cove and the state to try and see if perhaps somehow the state can provide more funding than they're currently providing, and Children's Cove can go off on their own without the County assistance through our monies and continue to do all the great work that they do.

And you mentioned that like how often are you in contact with the state delegation as far as any of those types of movements have gone?

Director STACY GALLAGHER: So we have our legislative luncheon where we talk about those two-line items. But I'm in contact with them about other things that we're working on pretty regularly, and they're very supportive of us.

Our first approach because -- so we're working on sort of statewide equitable funding because we are the only county child advocacy center. We're sort of a mishmash of 13 advocacy centers that were started and DAs offices and hospitals and nonprofits, and we sort of landed in the County. It's a great thing. It's supportive.

We're just not in a position to jump off yet because we don't have that funding. We would be remiss if we were to just jump off and jump into another organization or somewhere else right now. That's why I'm working really hard to get the funding, the federal funding that's now starting to get out there and increase some of that funding for our services.

So we're working hard to do that and for the first time we're actually getting that federal funding because it's being opened up to more things than just mental health and the recognizing forensic interviewing and investigative services. So there's a whole lot more federal funding out there that we can apply for. It's just going to take some time.

So we're working with as many people as we can to make that happen, but we're slowing chipping away at it every year.

Speaker MCAULIFFE: Yes, Delegate Harder.

Delegate HARDER: Thank you. I'd prefer to keep it in the County even if it's just a minimal donation that the County makes towards their budget because I think since it serves the County as a whole, it has more power behind it if it's County as opposed to -- it's easier for overseeing it, it would seem to me, if it's got the County behind it as opposed to you just trying to go be your own entity trying to get money from here and there and there and there. So that's my opinion but I don't know if you'd think --

Director STACY GALLAGHER: Yes, that's what we're kind of doing now, and I think there's a lot of advocacy centers that do that. So there's certain funding from different buckets and, you know, there are freestanding nonprofits and other organizations that the County contributes, and they all get Victim of Crime Act federal grants, and they all get the same state grants we get. But we're, as a coalition of 13 advocacy centers, we're always meeting together to sort of figure that out because, believe it or not, we're always on the chopping block for a service that we're the only

ones that provide that service in each of our respective counties.

Speaker MCAULIFFE: And I know there have been movements to move Children's Cove out of the County because of the -- sort of the direct administrative line kind of -- we don't really have direct administrative control over your department unto itself. And I think that makes some people uncomfortable or they feel it's not administratively doable.

But I think as long as you need the County, as Delegate Harder said, I think that we would be remiss if we didn't, you know, provide a space for Children's Cove. Because as I look at this list that we're dealing with today and I look at my town which is a medium-size town for Cape Cod, we can't provide these services in our towns. And without the County support from everything from what you do through everything with the other budgets we're looking at today, we would not be able to do the job that we do.

So I think, obviously, you will do what you need to do to ensure that you are secure and have a solid future. We would never just cut you off, but you also need to do what you need to do which makes it better for you. I don't know if there are issues being aligned with the County that limit some of the things that they can do and some of their availabilities if you're associated with a 501(c)(3) or something.

So, at any rate, you have -- I think you can hear from us, you have a home or support from the Assembly because of the essential services that you provide, and you do it so well.

Director STACY GALLAGHER: Thank you.

Speaker MCAULIFFE: But I think we all would stand up and say, "What can we do to help" if you need -- if something happened or your funding short changed, we'd have to work with you on that.

Director STACY GALLAGHER: Thank you.

Speaker MCAULIFFE: And I see another -- yes, Delegate Zuern.

Delegate ZUERN: Thank you, Madam Speaker. I thought of a couple of other questions. How many children are involved in the sex trafficking that you've found so far?

Director STACY GALLAGHER: It's hard to say. We have, I can tell you in the last couple of weeks, it's been a handful that just came in in the last couple of weeks. I don't have those numbers in front of me for us organizationally. But when I had presented to you, I can tell you that comparatively, you know, it's really getting awareness out into the community as a bunch of you had said because it's just not being recognized here as is much as anywhere else because our sister organizations in Plymouth and Bristol County are increasing by at least 100 exploitation cases. And what we say is, "It's not stopping at the bridge." So they're out there. We just have to have a more streamlined response to that which is what we're working really hard to do.

Delegate ZUERN: So my other question then is how many of these kids are actually local from Cape towns; how many are coming in from other areas, and how many are actually hidden away someplace that maybe the police have found or -- do you have numbers?

Director STACY GALLAGHER: I think I would say it was a 50-50 mix of being from here and being from, you know, what we most likely see is New York and

Boston and, yes, they're being hidden away because this crime actually happens within hotels and motels in all of your towns. So it's not happening on the streets. It's definitely a hidden-away crime.

Delegate ZUERN: It's like a slave.

Director STACY GALLAGHER: Correct. Its modern-day slavery is what we say.

Speaker MCAULIFFE: Delegate Potash.

Delegate POTASH: Thank you, Madam Speaker. So first I want to thank you for the hard work that you do -- the delicate and sensitive work. And I was wondering, if appropriate, have you sent RFPs, Request for Payments to each town asking for some funding?

Director STACY GALLAGHER: We have not approached the towns for funding.

Delegate POTASH: I would suggest that you -- I'm on the Human Services Committee in Chatham and you should send it to us. You need to do it sort of quickly for 2020.

Speaker MCAULIFFE: And this is where I come in; we don't have a Human Services Committee in our town.

Director STACY GALLAGHER: Right.

Speaker MCAULIFFE: I know, I'm just saying we depend on the County for those services. So I think that's the --

Director STACY GALLAGHER: I think that's the issue is it's not across the board. So we represent all of the towns and the islands as well.

Delegate POTASH: Yes, but if you send it to the ones that do exist --

Director STACY GALLAGHER: Right.

Delegate POTASH: I can't imagine that they wouldn't want to help out, really.

Speaker MCAULIFFE: No, it's a great idea. It is.

Delegate POTASH: I can only speak for Chatham.

Speaker MCAULIFFE: It never hurts to ask. Yes, yes. Are we all set? Thank you, so much.

Director STACY GALLAGHER: Thank you.

Speaker MCAULIFFE: And thank you for going through all the budget highlights. Thank you.

Director STACY GALLAGHER: Thank you.

## 2. Human Services

- **Department budget request for FY20 is less than it was last year due to staff changes and related benefit costs**
- **Deputy Director was appointed**
- **Grant funds support 36% of salaries and associated fringes expenses,**
- **Increases in professional service account lines for advertising, printing and copier rental**

Speaker MCAULIFFE: Next is Human Services, Beth Albert.

Welcome. Another essential service.

Director BETH ALBERT: Good afternoon. I'm Beth Albert; I'm the Director of Human Services. I know most of you but there are some new faces, so I'm happy to be here today.

So I had provided to you through Janice -- a memo and also a one pager that was a comparison of our budget from last year. So I thought I'd start with that, and then if there's specific questions you can address that. But I'm just going to go through my memo.

So the good news is is that our budget request for the General Fund, and like Stacy, the budget that you have in front of you is a combination of General Fund requests and there's also grant funds in there, so I'm only speaking to you today primarily about the General Fund request because that's what you approve, but I'm going to give you some other information about the grant funds that we bring in.

But the good news is is that our request for Fiscal '20 is less than it was last year by \$13,000; \$13,417 and that's primarily in the area of a reduction in health insurance costs, not the 10 percent, but we've just had staff changes and so, you know, health insurance and fringe fluctuates based on your employees. So we have had a reduction primarily, like I said, because of some reductions in health insurance.

But if you look at this Excel spreadsheet where I've done kind of a group by group comparison, I think that's probably the -- that's pretty high level.

So in the Salary -- does everybody have that? It looks like this. It's like this little simple Excel spreadsheet. Yes.

So what I've done is I've put the Fiscal '19 Approved Budget and then what we've requested in Fiscal '20, and then just a really brief explanation of what those increases or decreases pertain to.

So in the Group 1 in the Salary and Wage lines, we've had an increase in Fiscal '20 year -- Fiscal Year '20 and that's primarily due to promotions, step increases, and COLAs. I did appoint a deputy this year, Vaira Harik, who has presented to you before. So, Vaira, has added a Deputy Director to her title. I think I was one of the only departments without a Deputy Director; so she is Deputy Director/Senior Project Manager. So she can step in for me when I'm not around, and she's very able and able to fill in for me when needed.

In the Contractual line, we had a slight increase in our budget this year primarily to an increase in Professional Services, a little bit of an increase in Advertising and Printing.

And I do look when I prepare my budget, I do look at Prior Years' Utilization. I'm really careful about looking at historical data so that if I'm underspent in a line two years in a row, I reduce my line -- my budget when I come before you.

In Group 3 in Supplies and Materials, we had a decrease and that was based on Utilization and Postage and Supplies.

Group 4, Charges and Obligations, that was actually an increase based on the actual cost of our copier rental.

Group 5, Equipment, a decrease again based on projected need looking at historical data. And in the Fringe, I pointed this one out earlier, we did have a decrease based on employee utilization. So, overall, again small decrease from last year's

request.

I'm going to turn back to the memo I prepared for you because I do go into a little bit more detail about some of the grant funded positions that we have. So my entire budget is made up of County General Funds and a multitude of Grant funds. Grant funds support 36 percent of the salary and associated fringe expenses, including health insurance and retirement that's listed in the personnel schedule you have. The department has seven full-time positions and three part-time positions. Two of our full-time positions are 100 percent grant funded and two of our full-time positions are a combination of County General Funds and Grant Funds.

And Number 3, I just kind of give you a list of what I currently know we're going to be administering in Fiscal '20. Again, I can go through each of them if you think it would be helpful.

Speaker MCAULIFFE: I think we're all set with the summaries.

Director BETH ALBERT: The only new one on here, because these are all acronyms, the only new one for us is that we did get an Executive Office of Health and Human Services Unaccompanied Homeless Youth Grant and that started in January. So you'll see we are administering -- the department, right now, is administering 1.2 million -- over 1.2 million in grant funds to the region.

I always like to point out the SHINE Program. That is something that's really tangible and you can really see the tangible benefits of the SHINE Program. That's a program that's partially County funded and partially grant funded. SHINE is we have about 60 volunteers that are in all 15 towns and 23 locations across the Cape. We served over 6,500 Medicare beneficiaries. So these are people who are, you know, going to enroll in Medicare or have -- are already Medicare beneficiaries but need advice. The County pays for about 34 percent of the entire SHINE Budget; the rest is paid for out of grant funds. It's a very cost-effective program. Like I said, we leverage lots of volunteer hours. The value of the volunteer time is valued at or estimated to be valued at \$112,000.

And then, in addition, they do this unique, interesting calculation about how much we save each resident who gets SHINE counseling. And what they have estimated is that on average per client by getting counseled by a SHINE volunteer, it saves the individual \$2,431. And that's because they're making the best choice about what health insurance they should be getting. So it's a very valuable program, very cost-effective.

Number 5, I always like to talk a little bit about the work that we do as the collaborative applicant or the lead entity for the regions HUD McKinney-Vento Continuum of Care Grant. Those are funds that come into the region to support permanent supportive housing for people who were formerly chronically homeless.

So right now, we provide -- we just got all of our grants for this year is about 1.8 million that comes into the region, and it supports about 145 units for people who are chronically homeless. So these are people who are no longer on the streets.

Number 6, the Barnstable County HOME Consortium is another HUD grant-funded program that we administer. The allocation for that program changes from year to year. Last year or this current year it was about half a million, \$481,000. We won't know what our allocation is for next year until September. And the county

supports about 65 percent of this program, the staffing of it, and 35 percent is supported by the HOME Grant allocation. We do our best to recoup any funds that we can from loan discharges, etcetera.

This past year -- I'm trying to think of the projects that we supported, and I'm totally drawing a blank, but I know we have three in the hopper right now. But we did support two affordable housing developments on the Cape. And so what happens is that allocation comes into the county; we work with our HOME Consortium which has a representative from each of the 15 towns on it, and decisions are made about how to allocate, you know, it's a small amount of money but it is a local match and it's usually matched with projects that get state funding through the Department of Housing and Community Development.

And I think, I mean, that's really high-level stuff. I don't talk about every grant that we administer, but the ones that historically people have had questions about.

We do, you know, we're doing a lot of other work. Vaira's very involved in the age-friendly/dementia-friendly again working with each of the 15 towns on age-friendly/dementia-friendly planning; it's really important work.

We also do -- I haven't talked at all about the substance use work that we're involved in, that can be for another time, but this is my budget that I'm presenting to you.

Speaker MCAULIFFE: Thank you. I really appreciate the executive summaries and the high-notes. It takes the MUNIS and zeros it down.

Director BETH ALBERT: Right.

Speaker MCAULIFFE: Any questions? Yes, Delegate Ohman.

Delegate OHMAN: Yes, it's not a question; it's actually a shout out. I know the SHINE Program's mostly for the elderly because it's Medicare, and it's just a phenomenal program. If I'm not mistaken, you have a staff of one paid, and I've met her because SHINE also can help special needs adults of which I have two. And I was befuddled, lost, and couldn't find out how to get for my 26 and 28-year-old sons straightened out with Medicare. I met with your staff member. She was great. I recommend her to anyone that knows anyone that needs -- this is a very complex matter, and she has the secret code to get to Medicare. You can't make that call because she has a seven-digit code or whatever it is to get to a person and get a live voice right away and straighten out your problem. And I can't imagine how many people don't know that and how busy she is doing that.

And I do want to say that it's amazing -- I think it's 14 of the 15 towns have volunteers in their COAs.

Director BETH ALBERT: Correct.

Delegate OHMAN: Sixteen volunteers. Is it Wellfleet is the only one that doesn't have one? I was amazed that they don't. But just think about that, 14 towns have volunteers that will do this work for you, so you don't have to come to the County. You can just go to your local COA.

But I do want to say that it also helps younger people on the Medicare spectrum too. Thank you.

Director BETH ALBERT: Right, it does. And, actually, when we met

with the Cape delegation, we've only brought to them like three things that we were really concerned about, and the funding for the SHINE Program is one of them because it's been level-funded through the Executive Office of Elder Affairs for the past -- ever since I've had it which is probably going on nine years, eight years maybe. So we've gotten the same allocation, and everybody has in the state; it's not just us, but we're being asked to do more and more and more, and we are totally at capacity. And I would hire a second person in a minute if I had the funds because Tracy Benson, who is the Program Manager, is -- I'll just tell you. One day her phone calls were transferred to my line by mistake and the phone kept ringing and ringing and ringing and I was like, "What is going on?" But I was getting all of her calls. But it's a highly utilized program; they're extremely busy and they also do the MassHealth enrollment for different populations. So, yes.

Speaker MCAULIFFE: Yes, Delegate Zuern.

Delegate ZUERN: Thank you, Madam Speaker. I have a couple of questions.

Director BETH ALBERT: Sure.

Delegate ZUERN: You said you had 145 units. Does the grant also supply or help the people who are in the units to get education so that they get out or if it's a drug-related they get that help?

Director BETH ALBERT: Yes.

Delegate ZUERN: Is that part of the grant?

Director BETH ALBERT: Yes. That's an excellent question. So the CoC Program, you know, with HUD programs over the years they change. So early on there was something called, oh gosh, I can't think of the acronym; anyways, you could actually apply for supported -- permanent supportive housing. So there was a case management component. Where that has moved is HUD is paying for the housing unit and we have to match the case management. And so -- it's an excellent question because that case management piece is really important.

So, for example, some of our grantees like Duffy is a CoC grantee; they use some of their other federal and community health center resources and staff to provide that case management to the folks that they're supporting in these permanent supportive housing units.

Sometimes these folks are in there for years and just are doing great. Other times people are new and require new and problems emerge, and they require a little bit more attention.

So we leverage -- I guess the easiest answer is that, yes, there is a case management component. It is not funded out of the CoC grant but it is a condition of getting them money that you're going to have these matched services to provide case management.

Delegate ZUERN: And do you have a certain percentage that actually move out maybe into their own homes or do you know what percentage?

Director BETH ALBERT: So there is an emphasis on -- it's called -- it's not called "Moving out," but it's essentially transitioning from these permanent supportive housing in most cases into permanent vouchers. And we had a great example of that last year where Barnstable Housing Authority actually lost its CoC funding. We

were able to transition all of those affected folks into available vouchers.

So, yes, there is an emphasis on moving -- you're freeing up some of the dollars for people who really need the permanent supportive housing if the current tenant no longer requires that level of care.

Delegate ZUERN: And I have another question about the Unaccompanied Youth Grant.

I heard that on the radio, and I saw it in the newspaper, and I'm not quite sure if that refers to kids who are illegal or they've just run away or they're --

Director BETH ALBERT: Sure, yes. So the definition of "Unaccompanied" is that they're not in the care of a parent or a guardian, and they lack a regular fixed nighttime residence. So these are age 24 and under, so it's youth and young adults who are not in the physical custody of a parent or a guardian.

Delegate ZUERN: Does that include kids who are here illegally?

Director BETH ALBERT: Possibly.

Delegate ZUERN: And so we're funding -- we fund the housing for them or?

Director BETH ALBERT: So these are state funds through the Executive Office of Health and Human Services. What we have to assure is that our subgrantees actually have questions about immigration status but that is not a reason to deny assistance.

Delegate ZUERN: Thank you.

Speaker MCAULIFFE: Delegate McCutcheon.

Delegate MCCUTCHEON: With respect to the numbers of children that come into your care, and I take it most of them are under like 15 or 16 years old?

Director BETH ALBERT: So the -- you're talking about the Unaccompanied Homeless Youth Grant?

Delegate MCCUTCHEON: Yes.

Director BETH ALBERT: So, we administer the grant. I have five community partners who actually do direct service. We are in our first quarter of the grant. In fact, I have -- we don't even have any data because our first report is due -- it was the first quarter, January to March 31<sup>st</sup>.

So I can't give you numbers because we haven't collected them yet.

Delegate MCCUTCHEON: Okay.

Director BETH ALBERT: And, again, I'm not doing the direct service as we do with many grants administer the funds. We apply for the region, administer the funds, and then in this case we have five subgrantees that are direct service agencies.

Delegate MCCUTCHEON: Okay. It helps to understand this a little more. These children come into your care largely because they've been separated through some accident or injury or perhaps a state action from their parents; is that right?

Director BETH ALBERT: I think there's a variety of reasons why someone would become homeless. At that age, it could be they're aging out of the foster care system and don't have a stable transition. It could be that there's mental health. It could be that they have a very unstable family situation. It could be one of the things Stacy was talking about, which is sex workers. There's a variety of reasons and

circumstances why some young person would find themselves in that situation.

Delegate MCCUTCHEON: And if these children don't have documentation in their pockets as to who they are and where they're from and what their story is you, nonetheless, take them in; don't you?

Director BETH ALBERT: So how it works is that if the youth is identified, they have an assessment and then all of those things that they need, you know, if they need a state-issued ID; if they need assistance with finding an attorney; if they want assistance for family reunification. So everybody has an individual service plan that's developed depending on what their needs are.

Delegate MCCUTCHEON: Yes. But my point is you don't turn them away because you can't verify in taking them in what their documentation is?

Director BETH ALBERT: Correct.

Delegate MCCUTCHEON: Okay. I wanted to say I think that you're doing a spectacular job with very few resources. And I like the Delegate from Chatham's idea that the towns should give you money, but I think we need a more organized approach because getting money out of the towns here is hard enough.

Director BETH ALBERT: Yes. I just want to share with you, if I can just respond to that, because I did -- we did look at that as an option for funding for the SHINE Program. And the challenge is that not every town has a Human Service Fund. Every request for funds is on a different cycle. The average grant is less than \$1,000 or about \$1,000. And I actually put in a grant, and I won't tell you which town, and it was rejected because it exceeded what they normally would fund, and it had to be tied directly tied to the number of residents served in that town only, which is fair, right?

But I think it would have ended up being like four hundred and -- \$540 or something like that. So it's a huge effort. It's a great idea but whoever said it needs to be better coordinated and on the same cycle and all of that is to make it useful for people.

I know there are nonprofits that do go to them year after year. But I had worked with our RDO office, got the schedule, really put some effort in, and I'm not going to do it again.

Delegate MCCUTCHEON: Well, I think it's one of the things that the public doesn't understand is that the cost benefit analysis often weighs against the new fundraiser.

I want to thank you for coming here today and talking to us about this.

Director BETH ALBERT: You're very welcome. Thank you.

Speaker MCAULIFFE: Any further questions? Thank you, very much.

Director BETH ALBERT: You're welcome.

Speaker MCAULIFFE: And appreciate the help with the budget numbers.

Director BETH ALBERT: Absolutely. Thank you.

### 3. Health & Environment

- **Divisions within the department include Laboratory, the Environmental Division, the Septic System Test Center, and groups like that Public Health Nursing and Emergency Management**

- **FY20 department budget is about \$151,000 less than FY19 due to staffing changes**
- **Department will be affected by early retirements in the lab and septic loan divisions**
- **Department receives around \$850,000 a year in grants**
- **FY20 department revenues will be around \$600,000**
- **Department has a new Deputy Director**

Speaker MCAULIFFE: Next is Health and Environment. It's all kind of following a theme here. Welcome, Sean O'Brien.

Director SEAN O'BRIEN: Yes, thank you.

Speaker MCAULIFFE: We have our executive summary from you.

Director SEAN O'BRIEN: Yes. Good afternoon, everyone. Thank you for having me here today. Appreciate your time to go over our budget. As for the record, I'm Sean O'Brien; I'm the Director of the Barnstable County Department of Health and Environment.

As you'll see, I provided you with two things besides you having our Budget and you having our Salary Schedule, a quick overview of where the highlights are in some of the changes within the budget and, also, a quick flowchart of how our department is divided up.

As you probably noticed within our budget, we're actually divided up into divisions. And so we have a few divisions within the department; you'll notice the Laboratory, the Environmental Division, the Septic System Test Center, and groups like that Public Health Nursing, Emergency Management.

So there were a few divisions that did not see any major changes in the budget; Septic Loan did not, but I did note some things with Administration, Environmental, and things like that.

Right off the bat, our budget is about \$151,000 less than last year's budget. Part of that is we have had some folks leave, and instead of rehiring the position, we've actually gone to a contractor, and it's been working out pretty well with some of our indoor air quality issues. So it's kind of nice coming in with having something a little bit less.

Under Administration there were a few things that had changed this year. First of all, welcome to the jail. We've been a tenant here for a little while and so, occasionally, we do have some things to change within the building and, unfortunately, last year in a blaze of glory we lost our central heating unit here in the building.

You're on a separate unit; Harborview is on a separate unit, but the central part of it with the jail, it was a pretty cool fire alarm that happened, but we ended up losing -- you'll notice an increase. We had to change our style of heating in the building. So we no longer have a gas furnace down there. We're actually using electric. So we have electric heaters, and we also have split units that are also heaters for air-conditioning.

In the future, we'll probably be working with Facilities on how to go back to the other way of doing things. But that did require us to ask for an increase in our electrical costs. We did have to do a little bit of scrambling this year, this year being

the first year.

But it also was kind of offset by a reduction in our natural gas costs. So, that helped out, that helped out quite a bit to offset us this year as well.

You'll also notice in Administration there is a request for a line item for Contractual Support for the Director, for the Administration Division. That is for me. And just whenever there are occasionally times that we do need to bring somebody with certain expertise in the environmental field to come in and do some work.

Just recently we've had to hire a radon contractor to come in and do some testing. So, you know, part of it is going to assist us with a program we're undertaking with our Public Health Nursing Division which is a wellness program for our public safety folks. We are looking at trying to establish something starting out in the Town of Barnstable first and then moving on and working with fire departments and police departments on Public Safety Wellness. So we are moving forward with that, and that was pretty much what that request was for.

Under our Environmental Division, and Environmental is kind of a big division; we have, you know, we support the 15 communities in a lot of areas whether it be public health support for their health agents, landfill monitoring, other groundwater monitoring, and landfill soil gas monitoring. We even work with hoarding. You've met most of our staff in one way or another before they've come in and done presentations for you. And by the way and it's great, they're a great staff to be working with.

In that division, we saw a decrease in the Salary line and I kind of explained that in the beginning. That has gone down because we did not refill a position and we are moving towards using a contractor for that position as well.

So we did see our Salary line item go down, but you will see an increase in our Contractual line item, that moved up. And so you will see -- you will notice that there was an increase there.

Our Laboratory, well, that's keeping us very busy these days. We do have some instrumentation, and as you heard from Commissioner Bergstrom, we have -- and he did a great job with the name of it by the way -- I always call it an ICPMS, I stick to acronyms, but we do have that coming in this week.

We did not ask for any capital this year, and I just want to give you a little bit of background. As you know, our laboratory is a revenue generator, and we have seen, you know, some good revenue coming in from it. But we are going to be affected by the early retirement. We will be replacing positions over there.

But, also, as a part of it, we really wanted to sit down and look and see where -- do a business analysis of where we're at, the types of samples that are coming in, even down to the fact that, you know, for the most part when we've done our pricing, and you will be seeing our price list in the next few months because it has to be approved by you for the fiscal year. We will be bringing it in.

But as we go through and we do this, we really need to even know what the cost of our samples are, what it costs to run a sample. So we're really undertaking a big change in the laboratory and starting to look at things and see how we can do it better; number one. How can we provide a better service to the communities that use us, and then also looking at ways of trying to keep as many samples in-house instead of having to sub them out?

So, last year we probably brought in about \$750,000 in revenue. Right about now in the summary I gave you about \$500,000; we're probably around \$600,000 in gross revenue. That will change a little bit because we do have to subcontract samples out of the laboratory as well.

So the more stuff that we can keep in the laboratory and the more things that we're certified for, it's really a benefit for us. And so we are undertaking quite a bit of new certifications right now. We're actually looking at what we can do for PFOS but also looking at phosphorus and phosphates.

In Brewster, we have a grant through our Environmental Division looking at phosphorus, and so why send those samples out? Why not have them stay within the laboratory? And that's one of the things that we're trying to do.

We're also looking at some important things within the laboratory that we really need to upgrade. One of the things is a Laboratory Information System. A LIM system, as you know this is government; we love acronyms, but the LIM system, Laboratory Information System that we have is old enough to vote. So it is time for us to start looking at the newer technologies out there in order to follow samples from cradle to grave in the process. So you will see an increase in our Contractual account, and we've estimated that as an annual service fee for a Laboratory Information Management System.

Additionally, as a part of that, we will have to take data from the existing system and bring it over to a new one. Now we are in the process of bringing on board a new laboratory director, and that's something that we want to make sure that when the new laboratory director comes on board they also have a say in the system and that should be fairly shortly. But we do want to make sure that whoever's brought in has input when we go out and look for our new system.

We have, as I mentioned, we have also asked for an increase in \$10,000 in our Maintenance line item. The Commissioners and the Assembly have all been great when it comes to the replacement of equipment. We usually see about a 10-year lifespan on our equipment. As a matter of fact, the instrument that is going to be arriving Friday that Commissioner Bergstrom mentioned, that is replacing about an 11 to 12-year-old system instrument. So we look and we try to get as much as we can out of those machines, and we do pretty well. But as they start to get older, we start to see repair requests, and we have some instruments that are running into the three, the four, the five-year range where we really have to look at putting some sort of maintenance plan together for them.

Even just yesterday, we have an instrument that tests for Total Kjeldahl Nitrogen which is a big wastewater component for us. And it's actually we get a lot of TKN samples, Total Kjeldahl Nitrogen samples into the lab. You know, we're looking at a \$3,000 annual service contract, and that actually benefits the instrument. We get a visit and they'll pretty much replace anything for that year. And we just did a repair on it which made us think we have to do it and it wasn't quite the cost of the contract, but it reminded us how important they are. So we're starting to get into the age on that.

We also increased our Laboratory Supply item -- supply account as well. A couple of things are going on in the laboratory. Number 1, we are changing our method for bacteriological analysis. We're switching from a Membrane Filtration

Technique to a Quantitate Technique, which is -- I have heard that we may be the last laboratory still using the Membrane Filtration Technique. So we're kind of moving forward and becoming more 21<sup>st</sup> century. There will be an additional cost for that. It will actually -- but in the long run, it will probably save on labor costs because we won't be making as much media, everything is already done. So we'll see that level out even with the potential of trying to bring in more revenue in other areas and cross-training our staff.

So as I mentioned, last year we were about \$795,000 in revenue for the laboratory. I think the year before that we were about 900 and -- I think we were 942 the year before that. We did have a special project come in, lead testing, lead and copper testing with the schools. We actually expect to see that again after some just recent news out of the Massachusetts Department of Environmental Protection. So we will be available to do that, and that's actually what this new instrument does that's coming in. It tests for metals, and it will test for metals faster.

So the next division for us was the Public Health Nursing Division. We are seeing a little bit of an increase in the Contractual account. That is to assist us with our new program that we're looking at doing for Public Safety Wellness. So we do see the need where we may need some additional nursing.

Under Emergency Preparedness, we're actually moving forward, and there is an increase, a little bit of an increase in Contractual, and that's actually there to help us out with public information services especially when we have an emergency event. We do bring in a public information officer who keeps everybody informed. Knock on wood it was a quiet year so far this year. And then also to assist us with, you know, with our website, with any technical services that we may see -- may need as a part of Emergency Management.

Additionally, we have seen an increase -- we have changed and added a couple of other line items there. For the longest time, we did all our vehicle and all of our equipment repair out of one account. We actually split that up this year. So we have a Vehicle account for repairs, and we also have an Equipment account for repairs.

We possess a lot of equipment that we've received through Homeland Security grants. It is available to the 15 communities down here to borrow during times of emergency or when there may be events. So we have pumps; we have a sandbagging machine. We have mobile message boards. We have, you know, portable light towers, things like that. Occasionally, we have to maintain them, so there is a line item for that as well. Those are available to all 15 towns.

And, occasionally, we also pull things in from surplus too, and we bring those in, and they actually are available to the towns as well. We register them; we insure them; we keep track of them and make sure they're kept in good condition. So if somebody needs them, they are available.

And then the last thing is under Emergency Management; we have about 15 volunteers that occasionally help us out during winter storm events. We did have a line item in that as well and that is for Education of Nonemployees, and that's basically to bring instructors in if we have to use them.

So that's just the basic overview of what some of the changes were. We probably are somewhere around \$850,000 a year in grants. We have a wide-range of

grants whether they be through Mass. DPH, Massachusetts DEP, through EPA, etcetera. Our test center is probably good for about \$350,000 a year in grants. We do support our Tobacco Program on grants. We have eight staff that are able to take money towards their salary; it comes out of either grants or funds whether it be --

So when you look at our Septic Loan Program, those staff are actually paid through that program through the interest that we receive as a part of that, and it actually supports all of the, you know, supports the three staff that are in there, but it also supports a few of our other staff that may also be involved, partially support staff who are involved in wastewater and wastewater programs.

So we've got a wide range of things that we do within the department. I am happy to say we are a little bit lower. I think our Salary line was little bit lower from last year as well. We have looked at this and we're pretty happy. So that's our budget.

Speaker MCAULIFFE: Excellent. Now do you feel that you're fully staffed at this point.

Director SEAN O'BRIEN: I do. We do have some positions that are open that we will be in the process of filling. And with the Laboratory, as we go through this business management review of the laboratory, there may be the need for an additional half-time position or something in the future, but we won't know that until our contractor is done looking at what we provide there in the lab.

Speaker MCAULIFFE: And do you anticipate that your early retirement potential candidates will be replaced, or will there be some combination or streamlining or restructuring?

Director SEAN O'BRIEN: They'll be streamlined. So what we have done is we've looked at the salaries. We've reassessed them and they've been changed. They've actually in two of the three positions that are leaving out of our laboratory, they have been reassessed and lowered to look at more of a market analysis. So we are looking pretty good there.

One of the positions instead of bringing it back as a full-time position, we may actually bring it back as two part-time positions, and that way we have that ability to maybe be a little bit more flexible on when people come in and the times. We have also -- we feel that, you know, those will be the three positions of the four in the department. We are losing four people, those three will be replaced but much differently than they were.

Speaker MCAULIFFE: Great. Thank you. And this chart was so extremely helpful because you have such a humongous department that it seems like there's a lot of tentacles to it. So this was very helpful to kind of organize things. Thank you.

Director SEAN O'BRIEN: Well, thanks to Justyna and Jack, I actually now have a Deputy Director again. And I would say she'd be here but she's actually down presenting on wastewater at a conference in Connecticut, so I wasn't able to bring her in today.

Speaker MCAULIFFE: Thank you.

Director SEAN O'BRIEN: Thank you.

Speaker MCAULIFFE: Questions? Yes, Delegate Green.

Delegate GREEN: Thank you, Madam Speaker, and thank you, Sean, for

all of your hard work. I'm very impressed with your department as well as the other County departments but, also, I want to thank you for the summary and all the details that we received ahead of time. I wish every department did that.

And, also, for your summary today. I mean I wish every department would go into the detail that you did including talking about the future assessment as well.

Director SEAN O'BRIEN: Sure.

Delegate GREEN: It was very helpful. You know, I just had a question about something you said, and I was wondering as well when I looked at the budget --

Director SEAN O'BRIEN: Sure.

Delegate GREEN: -- it was about the shift to the electric energy.

Director SEAN O'BRIEN: Yes.

Delegate GREEN: And it makes sense to me that if it was possible to have solar panels, you wouldn't need to shift back to gas. And it sounds like what you have are energy efficient HVAC systems and whatnot.

Director SEAN O'BRIEN: Sure.

Delegate GREEN: Are there any plans or is anybody looking at that at all?

Director SEAN O'BRIEN: I think Jack has been contemplating some potential grant money. I think some discussions with our Facilities director. We've also looked at some potential ways of trying to do this. We have a lot of roofline, but I think it's all going to be up to Jack and to Don Reynolds, to kind of look and see what the best option is for us.

Going back to natural gas, I understand completely. We just had, you know, I mean it was just kind of a year where we really had to make a little bit of a change, and those electric heaters that we have, they are a little bit more costly to run. So we're going to kind of leave it within the hands of Jack and Don Reynolds and Steve Tebo to figure out exactly what the best option is in this old building.

Yes, I mean, you know, like I said, this is on a separate heating unit; the other side is also on a separate heating unit. So what was there was something that was designed to heat this whole building so.

Delegate GREEN: Well, it might be a smart move after all if they're solar panels because your budget could be a lot lower if that were the case in the future.

Director SEAN O'BRIEN: Sure.

Delegate GREEN: Thank you.

Director SEAN O'BRIEN: Thank you.

Speaker MCAULIFFE: Delegate O'Malley.

Delegate O'MALLEY: Director O'Brien, thank you for your presentation.

Director SEAN O'BRIEN: You're welcome.

Delegate O'MALLEY: Concerning the Laboratory division --

Director SEAN O'BRIEN: Yes.

Delegate O'MALLEY: You're looking to add PFOS and other polyfluorinated organics, I presume?

Director SEAN O'BRIEN: Yes, we are.

Delegate O'MALLEY: Given the situation that we face, clearly that testing is something that needs to -- it's happening now; it's going to continue. Do we see this as saving considerable money by not having to send it out to reference lab all the time?

Director SEAN O'BRIEN: Yes, the cost of a sample, I think, can be between \$200 and \$300. If we're working with county folks or county sites, I mean it's something that we can assess because, also, we have to take into consideration what the services are to the towns as well. So we'll end up making a thoughtful assessment of what any fees or anything should be on that.

Now, all of that being said, we are looking at the potential of a grant. We have submitted a preliminary request for a grant through EPA to actually try to establish that upstairs laboratory that has the LC-MS-MS as a center for contaminants of emergent concern. So we're going to see how this grant goes and see what the possibility is.

According to George Heufelder, we've got a one in eight shot, which when I talked to George, it really means a one in three. So it's -- he tends to be a little bit more on the cautious side. I'm going to say, well, he's done a little bit better than that and I've read his grants. So we think that is going to happen and then not only will we be able to do that, but we'll also be able to do the other contaminants of emergent concern.

As we look at that as well, next year I will guarantee this as a part of our Capital Plan, we will be looking at another Gas Chromatograph Mass Spec to be able to do 1,4-Dioxane. That 1,4-Dioxane is we test that around just about -- when we see around almost every landfill that we work on. That is potentially a good revenue request as well. So with the previous lab director, we talked about doing that and, so, you know, we're always looking, Dr. O'Malley, at the different ways that, Number 1, we can help the towns and be able to be able to keep analysis on the Cape and be able to give them a cost-effective alternative, and I think that's what the LC-MS-MS will do as well.

Delegate O'MALLEY: All right. I understand that but, clearly, these are expensive tests to run, every one of them.

Director SEAN O'BRIEN: Sure.

Delegate O'MALLEY: Towns are not going to be giving us a lot of samples if they don't have to. We are under a court-ordered mandate or in some way we're operating under a mandate. So what I was really most interested in, Sean, is not the ones that we're doing for a charge, but the testing that we are having to do now, obviously, we're going to take it over --

Director SEAN O'BRIEN: We're going to -- we're going to --

Delegate O'MALLEY: -- will that be a net-savings to us?

Director SEAN O'BRIEN: It should be, yes, I think so.

Delegate O'MALLEY: I would assume it would.

Director SEAN O'BRIEN: Yes, and what's all going to come into play and that's going to be for the Licensed Site Professional and for the Fire Academy to determine is, you know, are they going to be able to use our lab, and I think they will. And so we can do our own analysis. We are independently certified by Mass. DEP.

Now, also going back to that, I think what you're also going to see is

there is a big push right now from Mass. DEP to lower the maximum contaminant level of that compound. And they're also looking to have all 40 of those compounds or is it 24 of those compounds listed and be tested at the same time. So, I think you're not just going to see what's happening internally but you're going to see what's going to happen externally. Because what's then that is going to happen is and, don't forget, we do a lot of analysis for water departments here, we're going to start to see requests from the water departments as well. And I've already received a few of those informal requests just seeing water superintendents coming out of the laboratory and them asking, "How's it going? How's it going with that instrument because we want to start looking at things."

Delegate O'MALLEY: And you're saying that the equipment that we're installing, it's coming.

Director SEAN O'BRIEN: It's here. This is a separate -- the equipment this morning; the other equipment is here.

Delegate O'MALLEY: It's here.

Director SEAN O'BRIEN: LC-MS.

Delegate O'MALLEY: It's able to do -- it's able to do this entire class of polyfluorinated compounds?

Director SEAN O'BRIEN: Should be able to, yes.

Delegate O'MALLEY: But it does not do -- you said it does not do 2,4-Dioxane.

Director SEAN O'BRIEN: No.

Delegate O'MALLEY: That's another -- that's another -- okay.

Director SEAN O'BRIEN: That's a separate type of instrumentation that we would use, yeah.

Delegate O'MALLEY: Got it. Okay. Thank you.

Speaker MCAULIFFE: Delegate Zuern.

Delegate ZUERN: Thank you, Madam Speaker. Thank you, Sean. I really appreciate the tour that you gave us several months ago.

Director SEAN O'BRIEN: Sure. Tours are always open.

Delegate ZUERN: And I think since we have so many new people that that would be great maybe after the budget is over that we have another tour before one of our meetings.

But I had a question of -- I know when I went on the tour, we were talking about the equipment that would be able to do the groundwater, and Commissioner Bergstrom mentioned that today.

Director SEAN O'BRIEN: Yes.

Delegate ZUERN: Is this the same equipment that you were talking about that would do the groundwater for the 208 Plans?

Director SEAN O'BRIEN: Sure. Actually, it could be a part of it. We have a lot of different equipment that's used for groundwater and groundwater analysis. So we have instrumentation whether it be something like an ion chromatograph that tests for nitrates or a Lachat System which tests for ammonia.

So we have just about every piece of equipment that we have does test for certain components in groundwater. So for the 208 Plan, a lot of what they're looking

for is nutrients. And so that actually falls into -- is a little different than the instrument that we're taking delivery of Friday.

Delegate ZUERN: Okay.

Director SEAN O'BRIEN: What we would be looking at is for nitrogen - Total Kjeldahl Nitrogen. Also, we would be looking at Nitrate/Nitrite. Those would be used for our ion chromatograph and our Lachat System. And we also have a separate Lachat System for phosphorous as well that we're looking to get certified. So those pieces of equipment can work.

Now, if the 208 Plan gets into chemicals of emergent concerns, that's where the instrument, the Liquid Chromatograph Mass Spec can help. And that's the instrument that will test for PFOS but will also be able to test for those chemicals of emergent concern. So it will be able to test for things such as pharmaceuticals. It could even come right down and test for the toxins, some of the toxins that may be seen in cyanobacteria blooms that we see in our ponds every year. That's how great this instrument is. We have a gentleman that is in the process now of setting it up. We've got our new computer in with all our new software on it, and the room has just been redone. So we're happy to bring people in to take a look at everything that's over there. It's kind of a cool spot, but you all have got to wear safety glasses.

Delegate ZUERN: And have the towns already told you that they're waiting for this -- to do this with their 208 Plans?

Director SEAN O'BRIEN: A couple of the water departments have mentioned it to us in regards -- for the LC-MS-MS, they have asked us for trying to bring that up to speed as soon as they can for the water department for their public water supplies. Most of the communities are aware and we actually service them in all different types of areas on that. So we can, yes. We're always in contact with the DPWs and we're able to do that.

Delegate ZUERN: Thank you.

Speaker MCAULIFFE: Great. Thank you. Anyone? Okay. I think we're all set.

Director SEAN O'BRIEN: Awesome.

Speaker MCAULIFFE: So we will schedule a tour at some point perhaps before a meeting after we've put the budget to bed and because that was on my list to do.

Director SEAN O'BRIEN: Sure.

Speaker MCAULIFFE: I think it would be essential to see the -- all the new and improved upgrades you've done in terms of equipment and ability to test, and I think it's great.

Director SEAN O'BRIEN: Yes. I mean the goal is is to make that is breaking even as possible.

Speaker MCAULIFFE: Yes.

Director SEAN O'BRIEN: So and maybe a little on the other end. And I'm going to say right now -- being in government for as long as I have, let's try to break even or get as close as we can first.

Speaker MCAULIFFE: Great. Thank you, very much.

Director SEAN O'BRIEN: Thank you.

4. **Fire Training Academy**

- **Largest percentage of increase tied directly into the salary line account**
- **New FTA full-time Director position currently working on Policies and Procedures**
- **Increase in staff hours for instructors reflect national training requirements for certification standards related to safety and liability**
- **FY20 department revenues estimated at \$250,000**

Speaker MCAULIFFE: The next item is the Fire Training Academy. And thank you, gentleman, for sitting through our whole meeting.

Director PHILIP BURT: You have the MUNIS printout, I believe, is probably what you have.

Speaker MCAULIFFE: Yes, we do.

Director PHILIP BURT: Good afternoon. So I know that most of you have seen me here present in a different capacity. I've maybe come in here and presented on a Regional Sheltering Plan or presented about hurricanes or winter storms when I was working with Sean in the Health Department in the Emergency Preparedness and Emergency Management Division. My name is Phillip Burt. I have recently taken over the Director position at the Fire Training Academy.

I'll kind of start off the way I started off with the County Commissioners when I presented the budget to them, which is first and foremost; I've worked for the county for 17, I think, years. I was born and raised on the Cape. I grew up in Eastham. I live in Brewster now. I firmly believe in the mission of the county, have since I started working for the county. I believe all the departments across the county provide good services to the towns, services that I don't think the towns could provide on their own. I think there's a lot of value in what the county does in really all aspects, whether we're talking about the Master Gardeners Program or something like the program that I'm running, the Fire Training Academy. All the programs bring value to the residents, to the towns on the Cape.

And I think -- I'm honored to be able to sit here in this position. You know, the Cape's a hard place to grow up, to raise a family, to find a job; it's expensive here, you know, so I take this position very seriously. I'm honored to be able to work for the county, but this is the first time I've done this. I've watched this process unfold for years watching it on, you know, watching the YouTube channels or sitting in, but I've never actually presented a budget before, so this is a new experience for me.

And I'll say the same thing I said to them which is I believe you could probably go through it line by line and ding me on everything, and I would say, "Yes, you got me." Because, really, this is a new process for me; I came over in the fall to take over this position and really the budget process hasn't been something that I've been overly concerned about. It's been more about policies, procedures, health, safety, liability, other issues outside of the budget. So I could tell you that I think some of the stuff that's in here is relatively -- I don't want to say it's arbitrary but they're numbers that I haven't investigated too deeply yet, and I think in the coming years that those will

be the things that I'll get deeper into.

And you'll see I think the biggest increase -- it's a relatively small budget relative to a lot of the other county departments but it probably has the largest percentage of increase that you've seen throughout this process. And most of that is tied directly into the Salary line, and I'll get into that in a minute into why that is.

So, when I was brought over from the Health Department and moved into the Fire Training Academy, one of the first initiatives was Policies and Procedures. And I kind of told people, you know, when people ask me how it's going, it's going well but I would say in some respects it's kind of like -- I feel like I'm kind of steering an aircraft carrier. The government has a lot of inertia and once it's going, it takes a long time to get things slowed down or changed or turned.

And I think in my time working with the county -- when I first started working with the county, the Fire Training Academy was just not a place you really went to, to be honest. I felt like when I went over there as a 20-something-year-old walking in the door, it was kind of like a scene from a movie where the music stops in a bar and everyone turns their head and is like, "Who are you? What are you doing here? Go away," that kind of thing. It was kind of an off limits location, and I think in the last five years, the county's done a really nice job of starting to change that culture, change that process over there, and that's kind of what I'm trying to continue to do is to bring it back within the confines of the county itself, and make it part of this entity because I feel like for a long time it really wasn't. It was sort of an island.

So what I've been doing with respect to Policies and Procedures, a lot of it has to go back to national standards. So there are national standards for firefighters, for all aspects of firefighting from what goes on in the station and then what goes on at a Fire Training Academy. There are Policies and Procedures at the National Fire Protection Association, NFPA, has put out, and they rewrite these policies constantly using professionals from across the country to look at Best Practices as how to best do everything with respect to firefighting. And there are specific policies for the Fire Training Academies.

So, I have taken my job really in the last six months has been focused on taking the NFPA 1403 standard, which is standard on Live Fire Training, which is what we do out there, taking that standard and looking at our own internal Policies and Procedures and saying, "Where do we lack? What are we doing wrong? What are doing right? What do we need to improve?" And basically rewriting our policies and bringing them in-line with those standards. And a lot of that has to do with safety and liability. Those standards are written if something goes wrong, and so what I've done is gone back and look at parts of the country where something has happened, an incident has happened during a live fire training where a firefighter gets hurt or killed during a training exercise and looking at the results of that process.

So when that happens, NIOSH, National Institute for Occupational Safety and Health comes out and does an extensive, extensive review of your Policies and Procedures to see what you did, what happened, whether you were following the national standards. And so what I've been trying to do is make sure that everything that we do out there lines up with those national standards.

So, that ties in specifically to what you will see in there, I think, is the

largest increase, which is in our Staffing line because when you conduct live fire training, there are very specific standards that the NFPA says you need to meet when it comes to staffing one of those events.

So whereas maybe -- and I can't speak to what happened previously, but I only know where we're going with it, maybe previously a live fire training program might get conducted with three or four staff working as hard as they could to fulfill a number of positions that are required. NFPA says, "No, you're not really supposed to do it that way. You need five or six at a minimum to get this done and get it done correctly; otherwise, you have to cancel the day."

And, really, some of these things depend on the number of them you do in a day, the number of participants you have; there's a whole load of different ways that they've outlined how you have to do this. And so really that means that for every live training that we do out there, all of our practical exercises, we have to be better about our staffing. So that's a big piece of this. So there's increased hours for our per diem staff.

Now backing up a little bit, really there are only -- there's only one full-time staff and that's me. We have two part-time staff, two deputy directors, Chief Paul Tucker who is in the room, and Retired Fire Marshall Steve Coan is the other deputy director and then myself. Otherwise, we have a host of per diem sort of on-call staff where mainly firefighters from across the Cape; we have some newly hired folks from as far away as Cambridge Fire, Boston Fire, but mainly they're Cape Cod firefighters who choose to sort of in a sense give back really to their sort of brothers and sisters in the fire services because really what we pay them on an hourly rate to come out and do a live fire training evolution is quite insignificant compared to what they might get if they were opt to choose an overtime shift in their community.

But, really, that is the one, that's the main increase that you see. The second part of that increase was that when I went through the standard and said, okay, so we're going to say that these folks have an increased responsibility based on NFPA 1403. We're also going to tell them that they have to be here for more hours, that there's a whole host of things that I've kind of put on them, responsibilities that they had to take on. And then I went back and said, okay, when was the last time that anybody here was paid more money, and we had folks that who were making \$14 an hour, instructors and support staff who were making \$14 an hour.

So I thought it was -- I went to Jack, went to Steve, and went to Mary and basically said I really can't force these folks to adhere to new Policies and Procedures and not show that the county's committed to them to provide them, you know, showing a commitment to them really to do the right thing.

So one of the other pieces that was instituting some instructor raises so as opposed to like \$14 an hour bumped to \$16 in January and will go to \$18 in July as an example. Our \$18 is going to end up at \$22 eventually. And these are folks who work - - they don't work that many hours but that does add up. So that's where you see that biggest bump. And then, of course, they've added a full-time director. It was a part-time position and really to keep things moving forward and in the right direction, you know, obviously, I work there so I want to stay there, but I think it's the right thing to do. I mean really seeing how much there is to do on a day-to-day basis out there with

respect to Policies and Procedures and really adhering to all of our county policies and procedures, it requires a full-time position without a doubt. So I've been extremely busy doing that.

Some of the other, I think, increases you'll see in there is there's certain things I just noticed like, so we don't have -- whereas a fire department has a whole host of apparatus and they have a Capital Budget where they replace those fire engines over a course of years. We don't have that out there; we rely on surplus equipment from the towns.

So we have very old engines out there that require a lot of maintenance. And what I've been trying to do is sort of institute some maintenance programs so that we keep the surplus equipment that we've been fortunate to get operational so that we don't end up in a situation where we don't have the capacity to actually conduct programs out there.

And then you'll also see I think that our maybe, perhaps, I think it was one of the Contractual lines I bumped up that request. And that was specific -- we've been really fortunate the last handful of years; the fire chiefs of the county and Fire Marshall Steve Coan, retired, had worked extremely hard with our Cape Cod delegation to get us a hundred thousand dollar earmark the last several years to do a whole host of programming on fire instructor programs, fire officer programs replacing our personal protective equipment for our fire instructors out there, cancer awareness programs, all sorts of programs. But we don't know the, you know, how long that's going to last. We have fears that we may not get that this year. We're hopeful, you know, I've put out that we've spoken to all the delegation about it. They've been very supportive of the academy. But if that money goes away, we lose a whole big chunk of programming so I added \$5,000, I think, to the Contractual line to help maybe make up for some of that that would go away with that. Because some of the program, we've been bringing in contractors from around the country to provide programmings on, for example, we just completed a Fire Officer I program. A Fire Officer I program is a six-day, 40-hour program for a firefighter who wants to advance their career. It's sort of a requirement for them if they want to become a captain, a lieutenant, a deputy chief or a chief in their career, they need to take these classes. They need to be certified in these programs.

So we bring in contractors to run these programs. We brought in an amazing speaker from Canada who gave a presentation about a fire that he was in in 2007, a fatal fire where multiple members of his department were lost. He suffered severe burns, a very moving presentation. We had probably 60 firefighters from across the Cape at that presentation. And so bringing in programs like that, the earmarked money has been a huge part of that. So that's why you'll also see some of those other increases.

Otherwise, I think there's probably some small increases in like technology out there that need to be done. Again, these are things I'm learning as I go. It's very possible I could come back in a year from now and need more, need less; I don't know yet. Honestly, I don't know the answers to these questions. I'm learning them as I go.

But I know it's a relatively small department. I know you probably have questions. I'm happy to answer them as best I can, but that's sort of my CliffsNotes

version of the budget so.

Speaker MCAULIFFE: Well, thank you, and I appreciate all the background information to not only put the budget in perspective but also what your plans are and what you've been doing.

Do you, offhand, remember what your revenues were last year?

Director PHILIP BURT: Sure. So I think last year what was in there was listed as \$100,000 or \$150,000.

Speaker MCAULIFFE: Okay.

Director PHILIP BURT: I believe what I was told by Mary McIsaac from Finance is that they've actually -- so, really, what the budget goes down is sort of unchanged in a sense because of revenues that the academy has brought in historically are well beyond the \$100,000 or \$150,000 that was in there. So I think -- I believe she put in for like \$250,000 this year so that kind of offsets a lot of that increase. Because we have programming with private entities, Entergy comes down and does some of their training at our facility, so there's revenues there. We have an ongoing partnership with Massachusetts Maritime Academy, which brings in a significant amount of money to the academy. New England Maritime is a private industry that uses. And then we don't charge our Cape fire departments to use the facility but off-Cape fire departments that come and use the facility are charged for that to make up for some of the cost of our staffing.

So really so that in those cases it's so that the budget that's allocated by the county and the Assembly really is set to meet the needs of the Cape and so we're not forgetting about the Cape fire departments by, you know, so we try to offset that with those revenues.

Speaker MCAULIFFE: Good. Any questions? Yes, Delegate Princi.

Delegate PRINCI: Thanks for being here today.

Director PHILIP BURT: Thank you.

Delegate PRINCI: And, also, thanks for some of the professionalism that you're bringing to the Fire Training Academy that's been lacking in the past.

Some of my questions are relative to salaries. Your salary is stated at \$42,600 as a full-time, and then the part-time (2) are \$43,862 each. What are the hours for the part-time, and why are those salaries so high for being part-time employees?

The second question is regarding the instructors; when various towns come in and train their own personnel, do they ever have instructors that are part of their department --

Director PHILIP BURT: Sure.

Delegate PRINCI: -- maybe a captain teaching a firefighter certain -- that's been certified as a trainer outside comes in and helps out, like when you bring in a speaker from Canada, how much are you, like, for instance, spending on something like that?

Director PHILIP BURT: Sure. Let's go from that one right there. So let's start with that one. So that specific one, the Lionel Crowther presentation, that was paid for by the earmark. I believe that was like \$2,600 for him to come down and give that presentation. So that was paid for by the state. That wasn't paid for by us. And that covers, you know, airfare for the gentleman, his speaking arrangements, hotel, you

know, typical kind of conference situation.

The departments coming in and providing training, yes; however, we are trying to kind of move away from that happening because I think it releases control too much to the departments. So what we're trying to do is kind of keep our arms wrapped around what goes on out there. So while, yes, we will allow a department to come in and bring their own training officers in and conduct evolutions; what I'm trying to do is institute Policy and Procedure where we make sure that we are controlling what goes on during that day.

So while we can offset the cost of a staff member, I'm trying to get away from the policy of letting -- not that it necessarily had happened in the past, but making sure that we're not letting -- that we are keeping our new Policies and Procedures on top of that department, so that they understand that there are rules and regulations out there that they have to follow, and the way to do that is with staffing.

And then backing up to the first part of that, the salary piece; so there's three separate ways people are paid out there in terms of, you know, positions. So there's myself, the director, there are two part-time deputy directors that I guess are technically what 38 hours -- 38 hours is your --

Deputy Director PAUL TUCKER: Eighteen hours a week (each).

Director PHILIP BURT: Eighteen hours a week, and we have two of those positions. And then our instructors are just per diem hourly. There are no fringe benefits associated with those. But we have a lot of programs though.

So, for example, if we run a live fire training with six staff and it runs I'd say 8 to 9 hours in a day and you do that over multiple times -- multiple programs, that's where those costs -- that's how those numbers are sort of broken out -- if that answers your question. I don't know if that answers your question. That's sort of how --

Delegate PRINCI: -- it just couldn't help but jump out at me --

Director PHILIP BURT: Sure.

Delegate PRINCI: -- when there's two -- there's a director and then two deputy directors part-time about 18 hours a week making more money than the director who's there full-time.

Director PHILIP BURT: Yes, I don't know. I can't speak to the salaries at the --

Delegate PRINCI: And do you have any future plans for adding any technology, perhaps some Webcams and so forth so that people in the public can watch the trainings going on?

Director PHILIP BURT: Sure. So we actually -- one of the things I was able to do before I moved over to the academy and I worked with Steve Tebo and we got a grant from MIA for cameras all for this entire county complex, and we have some of those for that facility out there to be wired and put up, also for security purposes too. But, yes, so that's part of the process. Now whether we would -- I guess we could technically stream it live, yes. I mean, I don't necessarily know that that's --

Delegate PRINCI: A lot of Hyannis residents will be watching; I can guarantee that.

Speaker MCAULIFFE: Any other questions?

Delegate O'MALLEY: I do.

Speaker MCAULIFFE: Okay. Delegate O'Malley.

Delegate O'MALLEY: Mr. Burt, this is a question that I have asked before, but you're the first time sitting in this seat.

Director PHILIP BURT: Excellent.

Delegate O'MALLEY: Clearly, it's been our policy for quite some time that we don't charge our local communities for this training.

The question that I have asked and the position that I take is that the County is clearly very constrained financially in any new sources of revenue; they're pretty limited and we're up against those limits.

My impression is clearly this service -- I'm from Provincetown -- and certainly for the Outer-Cape, this service is tremendously important to our departments. I cannot conceive that an article at our town meeting that funded -- that reimbursed the County for the training they did for our firefighters would be questioned for an instant. I mean I just came from town meeting and those sort of -- the Cape Cod -- the Tech school, I mean, those fundings sail through. And, you know, to present to the community, we need -- we've got a bill for so much for training of Firefighter I and II, this many personnel went through it. I can't even envision a debate.

And it strikes me that we ought to be thinking about recovering some of those costs for what service we're given. That's a personal perspective; I've raised it before, and the answer I've always heard is that's how we do it. So, I want to raise that question as you go forward.

Director PHILIP BURT: Yes, I mean, I guess my response to that would be as a county employee who's worked here for, I guess, I feel like a long time, is my opinion on that is I think that the towns already pay for the service. So, as a Cape Codder, I feel like this is, you know, you live here, part of your -- a little tiny piece of what you pay helps pay for Barnstable County government. And I feel like for the towns on the Cape, you know, there's a portion of what they're assessed that goes into this regional government that's a service. So I would feel like as much as we cannot impose additional costs on the towns, that would be the way I would look at it, but I would leave it to, obviously, the policymakers. That's their decision. Personally, I would say I would like to keep it free to the Cape towns and the Cape departments. But, you know, however the county wants to deal with it is totally up to the county.

Speaker MCAULIFFE: Delegate Ohman.

Delegate OHMAN: Thank you, Madam Speaker. So kind of feathering into what the Delegate from Provincetown said, we do -- we spend a lot of money on this. Is it still true that most of the towns do Firemen I and II in Stowe or elsewhere and don't use this service at all even though it would be free to them?

Director PHILIP BURT: Sure. So it's sort of a two-part question. So a lot of the ways it works is we offer a Firefighter I/II program where we have one going on right now, that's a call/vol program. We've got a department -- we have West Barnstable, Brewster, Provincetown, Wellfleet -- help me out. Who else do we have in it?

Director PHILIP BURT: Cotuit. We've got multiple departments who are in that program. A lot of the departments though contractually when they hire a full-

time person, the contracts between the town and the union state that they will take, when that person is hired, they will go off to Stowe and take the Stowe program. That's not the case for all of them. It depends on the town; it depends on the department.

We have actually been in conversations with multiple departments, and the wait to get into is actually very similar to the situation we have with the police academy that just got started here on the Cape.

The wait to get into Stowe is up to nine months now. So when a department hires somebody and they're a probationary employee, which is typically a six-month period, towns are finding or departments are finding that when that person finally gets to the academy, they can go through that program there and be already out of their probation. So they could potentially not be suitable to be a firefighter and go through that program and be out of their probation. The town is kind of in a rough position, and it's very expensive to send to Stowe.

So we've actually been in discussions with a lot of the departments on the Cape about trying to find ways to offer additional programming relative to Firefighter I/II on the Cape to supplement what goes on in Stowe.

And I actually had a meeting with the state fire marshal at Stowe several weeks ago to talk about that a little bit more with several of our Chiefs on the Cape about offering some kind of a program down here as sort of a supplemental to what goes on up there.

But we, you know, we probably run, right now, I would say we could run a Firefighter I/II program. We have one going on right now. I believe we could start up another one and fill it right away in the summer. It wouldn't be a problem. We just met with three towns the other day about running a full Firefighter I program in the coming months.

So it's a confusing -- when I first learned about it, I was very confused. I thought, wait, they come here and then they go there? And, yes, essentially that's the way it goes. They can come here. They can get almost essentially the exact same training and then they're suitable to serve in their department, and it meets sort of the national standards to be a firefighter. But then their contract language says, okay, it doesn't matter if you have a certificate already, you now go to Stowe. So it was sort of a confusing thing for me but yeah.

Delegate OHMAN: We share one thing; I'm confused as well.

Director PHILIP BURT: Yes.

Delegate OHMAN: Because it never made sense to me. If the towns can save all this -- probably hundreds of thousands of dollars --

Director PHILIP BURT: I know.

Delegate OHMAN: And all I hear is, "It's in the contract."

Director PHILIP BURT: I know.

Delegate OHMAN: And that bothers me. So what is the demand for a Firefighter I and II or all your programs that you justify of \$415,000?

Director PHILIP BURT: So I would say it's pretty high and it's increasing rapidly. So I met with, as part of that meeting with the state fire marshal, that some of the local fire chiefs, all of them have been very helpful to me through this process for learning what I'm doing; they sort of informally polled across the Cape if we

were to run some kind of a program right now to supplement or to sort of forgo the need to go to Stowe and we could run it here; if there was a way to do that, how many people could we put in and 23 was the number that we knew right away within the next six months that we could put in. So there is definitely a demand for that. A full program is typically between 24 and 36 students. So we could meet essentially a full program right now on the Cape without -- and so for a department to send somebody up to Stowe, it can cost up to \$10,000 for that individual to have to go there. And most of the towns have indicated to me that they would, obviously, it would cost them significantly less to have the person be here, and that they might even been willingly to help fund some of that stuff. But we haven't gotten down that road yet. Again, I'm kind of like -- I'm sort of going A., Point 1, Point 2, Point 3 here as I kind of rebuild this whole process. So I'm a little afraid to take off this huge initiative but it's out there as a possibility, I think.

Delegate OHMAN: One more important question too.

Director PHILIP BURT: Sure.

Delegate OHMAN: You've touted the fact that you now have national standards, which are much more difficult to obtain. And you are in a site location that's very vulnerable to what might be considered necessary for national standards. How does that work that you have -- that you are able to instill national standards but with no water, no foam, no -- I mean I really don't understand how you can feather the two together?

Director PHILIP BURT: Sure. So I think the standard I think you've got to look at it from a safety perspective; it's a safety and liability thing. It's not exactly a procedural thing. But what I think it does with respect to that exact issue with the environment is it allows the folks -- if we increase our staffing numbers, they're able to be more mindful, I think, of those exact issues.

So I think like, historically, where we may have had two or three or four people running in evolution, things about -- because we have the LSP, our Licensed Site Professional out there working on doing the cleanup stuff and, obviously, that's sort of Steve's realm but I'm aware of what's going on; we have parts of that facility now where we're not allowed to throw water. So water is not allowed to touch that area. We capped it. It's off-limits.

I think that that is stuff that historically, prior to instituting these new Policies and Procedures, that weren't even things that they could be mindful of. They couldn't even be cognizant of that need because they weren't even in the -- they didn't even have enough people to necessarily run the evolution correctly, never mind be concerned about the amount of water they were using or where they were putting the water.

I mean this now gives them the opportunity to say, okay, you've got six people and, you know, it just changes the entire mindset. So it allows us to keep some of those things to actually, beyond just their safety and liability, to think about these kinds of things a little bit more carefully.

And so, yes, it's a challenging location to do it, no doubt, but I think that the lack of some of those standards in the past I think is partially to blame -- or partially led to some of those issues that you're talking about. So they kind of go hand-in-hand.

Delegate OHMAN: Well, like I said, I'm more concerned about going

forward, not going backward.

Director PHILIP BURT: Yes.

Delegate OHMAN: But those things are in place, and that piece of property is in a very precarious position.

Director PHILIP BURT: Yes.

Delegate OHMAN: So I'm just curious as to how those national standards measure up to the lack of ability to use that site?

Director PHILIP BURT: So a classic example, I think, would be the -- so when we do a live fire training, the amount of fire that a person actually is supposed to experience is minimal, very little amount of fire, a very small amount of straw that's supposed to be burned, and it's really about -- the standards are all about teaching tactics or approach. It's about the way that they do it, not so much about extinguishing a fire.

So really you could go through an entire evolution. They don't actually have to fight a fire. It's more about how they move the hose through the building, how they work as a team, how they maneuver the stairs, all these things, right?

And if you have the right training and the right number of people to do it, you teach the process without -- the fire is a secondary aspect to it. So we're able to cut down and part of the new policies and procedures has been, specifically, is cutting down on the amount of fire that we actually allow to be produced in an evolution. So part of that national standard says you're only supposed to do this much at a time. Those are policies and procedures that didn't necessarily exist in the past.

So, whereas, maybe in the past it was a little bit more of a how much fire can we make; it's not bad anymore. Now the policy is how did you approach that fire? How did you do it, and did you do it the right way? And so that actually minimizes water usage, cuts into that significantly. And so it allows us at the same time to monitor it, you know. I think in the past they weren't able to do that. So I think that's how those -- the standard is all about safety and liability and making sure that you're teaching it the right way. It's not about making the biggest fire and trying to put it out. I guess that's the best way to answer that.

Delegate OHMAN: Thanks.

Speaker MCAULIFFE: Thank you. Anyone else have any questions?  
Yes, Delegate Harder.

Delegate HARDER: Thank you, Madam Speaker. I have a question about protocol, I guess, because I'm still very confused as to why two people who do half his job get paid more than he does. And there's a gentleman behind him who seemed to raise his hand, and I don't know if we're allowed to ask him to explain that or not?

Speaker MCAULIFFE: What we can do is suspend the rules. What typically happens is -- oh, well, no. We're not in session. Forgive me. Hello. So if there's someone -- was it -- yes, okay. Yes, Deputy Director Tucker, you have the answer.

Deputy Director PAUL TUCKER: I think what you'll find is in the past the previous director was part-time and his salary was equal pretty much to what the deputy -- the two deputies were. Phil's, I think, if I'm not mistaken, some of his salary was taken from Department of Health.

Speaker MCAULIFFE: Okay. So this is just partial salary for him.

Deputy Director PAUL TUCKER: Right. Because up until I think two or three weeks ago, he was the interim director, so that money wasn't there.

Speaker MCAULIFFE: Okay.

Speaker MCAULIFFE: So for 2020, the item that is shown here, the \$42,600 is the Fire Training Academy's share of your salary. And where does the rest of your salary come from?

Director PHILIP BURT: I'm sorry; I did not hear. I was talking to Steve.

Asst. Administrator STEVE TEBO: Sorry about that. I screwed it all up.

Speaker MCAULIFFE: Steve Tebo, where does the rest of this --

Asst. Administrator STEVE TEBO: Sorry. I was a little confused on that as a principle -- can I just ask what line you're actually looking at?

Speaker MCAULIFFE: We're looking at why the director's salary is less than the two deputy directors, and Deputy Director Tucker said because some of his salary comes from another department, the Health Department and not totally from Fire Training.

And in going forward, he's going to be -- what is the full-time director's salary?

Asst. Administrator STEVE TEBO: So the full-time director's salary is \$81,000.

Speaker MCAULIFFE: Okay. So where is the rest -- where is the other \$40,000 coming from?

Asst. Administrator STEVE TEBO: It's within the Contractual -- it's within the budget line.

Speaker MCAULIFFE: Oh, it's down in the Fire Academy Instructors?

Deputy Director PAUL TUCKER: No, Contractual line.

Asst. Administrator STEVE TEBO: I think it's in the total -- the total -- I'm actually confused to be honest with you.

Director PHILIP BURT: I would say by looking at it, I would guess that it hasn't been added in. That would be my guess based on looking at that number because that looks to me like 42, 42, and 42, if you took the 129.

Delegate HARDER: Right.

Speaker MCAULIFFE: Right.

Director PHILIP BURT: I would imagine that that's two part-times plus my half-time, and that the other half-time has not been factored in yet to that number --

Speaker MCAULIFFE: Okay.

Director PHILIP BURT: -- when the number was transferred over for the next fiscal year.

Speaker MCAULIFFE: So before we have a vote on this budget, we are going to need to have --

Asst. Administrator STEVE TEBO: Sure.

Speaker MCAULIFFE: Our next meeting will be a general discussion, but it won't be a vote on the budget until, excuse me --

Clerk O'CONNELL: First.

Speaker MCAULIFFE: -- May 1<sup>st</sup>. So the next April meeting if you

wanted to bring us a corrected figure.

Asst. Administrator STEVE TEBO: Yes, we'll see what Mary McIsaac..

Speaker MCAULIFFE: Okay.

Asst. Administrator STEVE TEBO: There must have just been an error between -- because Phil did get promoted kind of after the start of the budget process to full-time.

Speaker MCAULIFFE: Right.

Asst. Administrator STEVE TEBO: So I think it might have just gotten kind of --

Speaker MCAULIFFE: Don't short yourself.

Delegate HARDER: Yes.

Director PHILIP BURT: Thank you.

Asst. Administrator STEVE TEBO: I was lost on that.

Speaker MCAULIFFE: Thank you, Delegate Harder. Delegate Potash.

Delegate POTASH: I was going to say the same thing.

Speaker MCAULIFFE: Oh, okay, yes. So it's a matter of just getting the correct numbers. Obviously, the support is there for the full-time position at this point because of everything that needs to happen at the Fire Academy.

Any other questions? Thank you, so much. Again, thank you for kind of the context of the budget. It is small but it is complicated.

Director PHILIP BURT: Thank you, very much.

Speaker MCAULIFFE: Our next item is communications from members of the public. Seeing none.

#### Assembly Convenes

Speaker MCAULIFFE: We will convene the Assembly.

Speaker MCAULIFFE: We have no Committee Reports, I believe.

#### Summary Report from the Clerk

- **Reminders regarding upcoming Assembly meetings related to attendance and remote participation notification**
- **Reminders regarding public hearings and votes to be schedule for the next Assembly meeting**
- **Conflict of Interest filings due to the state by 4/5/19**
- **Healthcare open enrollment period starting on 4/12/19**

Speaker MCAULIFFE: Report from the Clerk.

Clerk O'CONNELL: Thank you, Madam Speaker. Just a few items; I have heard from one Delegate regarding their inability to attend the next meeting on the 17<sup>th</sup> of April, and I would appreciate it if you think you're not going to be able to attend if you could let me know. And, also, very much appreciate if you're not going to be here but you want to remote participate. It's helpful for not only myself but also IT to have that information in advance.

I've had some conversation today with the Speaker, and I believe on the next agenda, just to give you a head's up; I think she mentioned earlier that we will be having a Public Hearing on the Human Rights Advisory Board Proposed -- Amended Proposed Ordinance followed by a vote when the Assembly convenes.

And in addition to that, I think the Speaker is agreeable to having a Public Hearing for the Capital Budget for the county and a vote on the Capital Budget. Two small items to deal with following the general discussion of your Budget on the 17th. But May 1<sup>st</sup> will be the thrust of the budgets, which will be the County Operating Budget, the Dredge Budget, and the Cape Cod Commission Budget.

So the Capital Budget, which you received earlier than all other budgets, will have a Public Hearing at the next meeting and scheduled for a vote.

Also, I know that you've received warnings from me and the state with regards to Conflict of Interest. I don't want to talk about it anymore. I think everybody's all set. The gentleman who's keeping a great deal -- spending a lot of time on this up at the state has told me today, "I am so sick with the flu and that's why I haven't updated you today." But he assured me that no one's going to lose their birthday if it's not absolutely done by Friday, but you may hear from him or me, again, if both of those pieces haven't happened.

Every other year you need to do online training, and it's the odd year, so that's this year. In addition to that, every year you have to acknowledge that you've received the summary. You don't have to print anything from the summary report that he sends. All you've got to do is hit reply to the email and say, "Got it."

And, also, just a reminder that soon it will be open enrollment for healthcare selections. So if you haven't or you do not take healthcare and it's something you want to consider, if you don't have a qualifying event, there's a certain time period that you have to sign up for that and we're approaching that. You might have received an email from the County with regards to that, or if you want to make any changes to your plan; you don't like Harvard Pilgrim or you're going to go to Blue Cross, this is the time that that has to happen. So I think it has to be done by May 15<sup>th</sup>. It seems to me like April is the big push for that.

And that's it. That's all I have to report today.

### **Summary of Other Business**

- **Assembly will continue to consider, monitor and use the established protocol of roll call for attendance and votes by the Clerk in tandem with the electronic voting system**
- **Schedule of potential agenda items for subsequent Assembly meetings outlined by Speaker**

Speaker MCAULIFFE: Thank you. I just wanted to state the continued discussion and consideration of electronic voting for the Assembly; since I put this on the agenda, I think what I discussed before, it's kind of the evolution of doing the roll call and pushing the button as a way to figure out if we want to transition to totally just pushing the button.

So I think for our next meeting or two to go with the combination of

pushing the button as the roll is called so that we can figure out whether we like this or whether we want to do simultaneous voting or whether we want to stick with our roll call so you get a little bit of a feel for it. Unless anybody else wanted to weigh in on that? Okay.

And also the climate change ordinances, which we have two, I pulled out of the subcommittees because in having a discussion with both people from the presenting of the ordinances, they actually are a little bit more in line than I thought they were. So in May, we will have general discussion before the Assembly with thoughts of what you want to do, and I think, perhaps, these could be combined into something that would accommodate both ordinances.

And then after we have a general discussion before the full Assembly as opposed to a subcommittee, then the following -- the second week in May we can then do a hearing and a vote. I think we'll be ready for that.

It turns out that I had misunderstood one of the ordinances. I thought it was calling for more than it was. So I think, in fact, the ordinances, yes, I misunderstood the language and the wording. And once I talked Delegate O'Malley, I realized that it's kind of just a parallel track to the other, just different ways of going down the same path in a sense. So that will be before you.

Is there any other "Other Business"? Yes, Delegate Green.

Delegate GREEN: Thank you, Madam Speaker. I was curious -- I know that Mary McIsaac attended all of the subcommittee or standing committee meetings on the budget last year that I was involved with. She hasn't been here for this meeting and last meeting. I was curious if she could be invited?

And, also, I thought that several of these summaries and also synopsis reports today were very helpful, and I'm curious if the departments that still have to present could be asked to do the same? Thank you.

Speaker MCAULIFFE: I think we're done with our departments.

Delegate GREEN: Oh, we're done?

Speaker MCAULIFFE: Yes.

Delegate GREEN: Oh my God, already.

Speaker MCAULIFFE: I know. And I would like to thank -- acknowledge the work of the Clerk for kind of combining these topics into things that kind of made sense and kind of hung together. We're kind of -- it was a very -- I had nothing to do with the scheduling, and I thought it was very well done.

And we can have a postmortem on whether we like this process. And one thing we could do in the postmortem is say, well, going forward if we want to continue to do this, please do and be very direct; do this, this, and this of what we liked about this year's presentations.

I know the Clerk has talked with each department head and has reminded them before each meeting about what the Assembly's wishes were, and I think the interpretations were up to each of the departments how they fulfill that, but we could get more specific in a template that we find helpful.

And then we can have presentations on specific things that we want more information on, but I think the budget is the budget as opposed to a department presentation going forward.

Anything? Okay. I'll take a motion.

**Deputy Speaker MORAN: Motion to adjourn.**

**Speaker MCAULIFFE: We are adjourned.** Thank you.

**Whereupon, it was moved to adjourn the Assembly of Delegates at**

**6:15 p.m.**

**Submitted by:**

**Janice O'Connell, Clerk  
Assembly of Delegates**

**List of materials used at the meeting:**

- **Business Calendar of 4/3/19**
- **Unapproved Journal of Proceedings of 3/20/19**
- **FY20 Proposed Personnel Schedule and budget - Children's Cove**
- **FY20 Proposed Personnel Schedule and budget – Human Services**
- **FY20 Executive Budget Summary Memo – Human Services**
- **FY20 Budget Spreadsheet Analysis FY19 to FY20 – Human Services**
- **FY20 Proposed Personnel Schedule and budget – Health & Environment**
- **FY20 Executive Budget Summary Memo – Health & Environment**
- **FY20 Organizational Chart FY20 – Health & Environment**
- **FY20 Proposed Personnel Schedule and budget – Fire Training Academy**