

COMPREHENSIVE FINANCIAL ADVISORY COMMITTEE CAPITAL IMPROVEMENT PLAN SUBCOMMITTEE

January 27, 2026

Meeting summary

The Meeting was called to order at 4PM by Jim Sproul.

Attendance:

Jim Sproul, committee member, Jeremy Shea, committee member, Rimas Puskorius, committee member, Lillian Woo, committee member, Betty Lutke, council liaison, Mark Milne, Finance Director

Quick recap

The group discussed shifting their approach to providing guidance to town leadership by moving towards a more collaborative and opinion-sharing format, with Jim proposing an opinion piece and exploring private sector participation options. The team explored various funding models and infrastructure solutions, including public-private partnerships, enterprise fund management, and potential revenue sources like stabilization funds, while Mark provided context on state-approved tools for property tax overrides. The group agreed to develop a framework for evaluating private sector participation mechanisms and create a concise document outlining their thoughts on various funding considerations for presentation to CFAC members and town administration.

Next steps

- Jim: Develop and distribute a template/format for the opinion piece to guide input from committee members, focusing on new revenue/enhancement ideas and ensuring alignment with town manager's recommendations.
- Jeremy: Continue researching and compiling examples of successful infrastructure funding mechanisms (including P3s/PPPs, WIF, WIFIA, EPA/Army Corps/NOAA programs) from Massachusetts and other U.S. communities, and share findings with the group.
- Jeremy: Send information on PPPs (public-private partnerships) to Rimas.
- Rimas: Take the lead on further developing the framework for private sector participation (including PPP mechanisms), building on the initial outline and incorporating relevant examples and considerations.
- Mark: Forward the special events review presentation (and date/video link) to the committee for reference.
- Mark: Send Rimas the link to the annual budget document containing enterprise fund program/service information.

- Mark: Send Rimas the Capital Trust Fund cash flow analysis section from last year's CIP book.
- Rimas: Reach out to Gareth Markwell to request a hard copy of the previous year's audit report.
- All committee members: Prepare initial input/sections for the opinion piece on new funding/revenue mechanisms for review at next week's meeting.
- Mark: Provide update on town manager's project rankings/recommendations when available (expected by end of next week).

Summary

Collaborative Council Guidance Strategies

The group discussed shifting their approach to providing guidance to the town council and manager, moving away from traditional methods to a more collaborative and opinion-sharing format. Jim proposed creating an opinion piece that would offer ideas and provide guidance on various topics, while still relying on Mark for direction and staying within their charter. Jeremy shared insights on infrastructure funding models from other U.S. towns, suggesting a focus on addressing the town's infrastructure needs, particularly wastewater, and exploring potential funding solutions. Rimas emphasized the importance of using the term "private sector participation" instead of "privatization" when discussing potential partnerships.

Private Capital for Town Sustainability

Rimas and Jim discussed leveraging private capital and expertise to enhance the financial sustainability of the town without increasing taxes or compromising public control. Rimas outlined various mechanisms, such as build-own-operate models and asset-specific strategies, to promote private sector participation. They agreed to develop a framework for evaluating and prioritizing these mechanisms, considering factors like revenue generation, regulatory frameworks, complexity, public sensitivity, and balance sheet impact. Mark supported this approach, emphasizing the need for a concise document highlighting potential areas for deeper exploration, rather than repeating detailed information in the capital improvement plan.

Exploring Stabilization Fund Options

Mark and Jim discussed exploring the stabilization fund as a potential revenue source, emphasizing its role in long-range financial planning. Mark explained the three state-approved tools for property tax overrides: multi-purpose stabilization funds, debt exclusion, and water infrastructure investment fund, all requiring voter approval. Jeremy introduced the concept of public-private partnerships (P3s) for infrastructure funding, which Mark noted had not been previously discussed or explored in detail.

Municipal Infrastructure Funding Strategies

Jeremy discussed the ownership and financial burden of municipal systems, mentioning Provincetown's model and potential state programs that could assist with infrastructure costs. He also explored the differences between WIF and WIFIA, noting that WIFIA is an EPA loan program covering up to 49% of

costs, and suggested looking into EPA, Army Corps, and NOAA programs related to coastal resiliency. Jeremy expressed interest in compiling a list of successful community approaches to tackle unfunded mandates. Rimas highlighted the flexibility of the PPP framework, which involves transferring financing and sometimes operations to the private sector, and asked Mark about the status of enterprise funds, which Mark confirmed to be around \$50 million in cash.

Enterprise Fund Cash Management

The group discussed enterprise fund cash balances, with Mark explaining that excess unencumbered cash in enterprise funds cannot be transferred to the general fund due to state law, and must remain available for enterprise fund purposes like sewer and drinking water programs. They also clarified that assessors distinguish between hospital-owned properties used for non-profit operations and those leased to commercial tenants like Quest Diagnostics, with the latter being taxable. Lillian advised the team to anchor their CIP report recommendations to the town manager's recommendations and suggested reviewing the 10-year plan for sustainable growth projections.

Creative Partnerships for Economic Growth

Jim and Betty discussed the need for creativity and private-public partnerships to address economic challenges, with Betty emphasizing the importance of new ideas. James proposed working on a template to capture administrative requirements and explore revenue enhancement opportunities. Jeremy agreed to share his findings on PPPs with Remus while focusing on other financial areas.

Meeting adjourned 5PM