

# **COMPREHENSIVE FINANCIAL ADVISORY COMMITTEE CAPITAL IMPROVEMENT PLAN SUBCOMMITTEE**

**February 3, 2026**

## **Meeting summary**

### **Attendance:**

Jeremy Shea, committee member, Rimas Puskorius, committee member, Betty Ludtke, council liaison, Kris Clark, Town Councilor, Mark Milne, Finance Director

### **Quick recap**

The meeting focused on discussing a comprehensive financial report for the Town of Barnstable's Capital Improvement Plan Subcommittee. The committee, led by Jeremy and Rimas, explored various options for private-public partnerships to address the town's significant capital needs, including infrastructure improvements and funding for the CWMP program. They discussed potential revenue streams, such as naming rights, energy savings companies, and partnerships with private entities like Veolia. Mark provided insights into existing town projects and financing options, while Betty emphasized the need for proactive engagement with potential partners. The group agreed on a structure for the upcoming report, including a preamble, traditional funding approaches, alternative strategies, and next steps. They also touched on the importance of engaging with the Cape Cod Chamber of Commerce and other regional entities to promote economic development in Barnstable.

### **Next steps**

- Jeremy: Draft the preamble/context section for the report, setting the scene regarding the town's capital needs, available resources, and funding gaps.
- Jim: Review and potentially expand on the conventional funding ideas (e.g., WIF, debt override, stabilization fund) and develop relevant charts for the report.
- All committee members: Prepare initial draft ideas/sections for the report for review at next week's meeting.
- Rimas: Consider attending the Cape Chamber Economic Forum if schedule permits.
- All committee members: Aim to submit a draft report to the council by March 5 (one week before the March 12 council meeting).

## **Summary**

### **PPPs for Town Infrastructure Development**

The committee discussed a report on private-public partnerships (PPPs) for town infrastructure. Rimas shared his thoughts on three pillars of PPPs: accessing financing through private sector participation, raising financing through asset sales or joint ventures, and cost savings through energy management companies. The group agreed to include examples of PPPs in the report to make the concept more tangible, and Jeremy suggested focusing on the airport and wastewater treatment as potential areas for partnerships. They decided to postpone reviewing last week's meeting minutes until the next meeting.

### **Wastewater Infrastructure Funding Strategy**

The group discussed the complexity of addressing wastewater infrastructure needs, with Rimas emphasizing that it requires thoughtful management across financial, political, and public policy dimensions. They agreed that the town council should create a committee to explore the legal and financial implications of monetizing enterprise funds, while Jeremy highlighted the need for a monumental effort like the \$4 billion Sagamore Bridge project, and suggested exploring federal programs like WIFA for additional funding.

### **Private Capital for Infrastructure Partnerships**

The group discussed strategies for securing private sector capital to address infrastructure needs, with Mark sharing examples of successful naming rights partnerships, including the Kennedy rink and other facilities. Betty emphasized the importance of concrete examples and case studies to make the concept more tangible for the Council, while Rimas acknowledged the need to identify appropriate assets for potential naming rights opportunities. The discussion highlighted the potential for leveraging private capital through naming rights and other partnerships, with Mark cautioning against perpetual naming rights agreements.

### **Strategic Private Sector Engagement**

Mark discussed the privately financed Cogen facility and potential updates, mentioning the privately managed Barnstable Water division. Rimas emphasized the importance of strategically engaging with the private sector, focusing on accessing capital, expertise, or solving specific problems better managed by third parties. Betty shared an article about Cape Cod Chips, owned by Campbell Soup, highlighting the need for strategic partnerships with multinational corporations.

### **Tax Revenue Impact of Facility Closure**

Betty expressed concerns about the loss of tax revenue due to the closure of a Campbell's facility and the establishment of a new addiction recovery center in Independence Park, which will also reduce tax rolls. Mark explained that while there is no direct communication with Campbell's at his

level, regional entities might have been involved, and he highlighted the challenges of enforceable pilot agreements for payments in lieu of taxes. Jeremy suggested exploring partnerships and payment agreements like those in Sandwich and Boston, while Mark noted the unenforceable nature of such agreements, despite successful examples like Boston's with well-endowed universities and hospitals.

### **Barnstable Infrastructure Funding Options**

The group discussed potential funding options for infrastructure projects in Barnstable, including exploring partnerships with companies like Veolia, which has operations in other U.S. municipalities. Rimas suggested looking into a combination of funding methods, such as WIF, debt override, and stabilization fund override, while also considering private sector participation to generate ongoing income. The discussion highlighted the need to explore various financing options and models to address the town's resource constraints, particularly for the CWMP program and other unfunded needs.

### **Project Funding and Budget Analysis**

The group discussed funding options for large projects, with Mark noting that the school committee has been considering an override for the past year and a half. Rimas emphasized the need to put numbers into context for a 10-year horizon, considering capital expenditure budgets, available resources, and third-party subsidies. They agreed to focus on risks rather than pros and cons at this early stage, as a more detailed analysis would be too time-consuming. Kris raised a question about revisiting the CWMP recommendation for sewer assessments, suggesting it could free up money for the general fund while providing benefits to property owners.

### **Sewer Assessment Program Review**

The discussion focused on the town's sewer assessment program, where Mark explained that the current \$10,000 assessment from 2021 has not kept pace with inflation, suggesting it might be equitable for the Council to consider annual adjustments. Mark clarified that while increasing the assessment would not significantly impact general fund contributions or future project financing, the program currently allows most primary residents to finance connections through the Cape Cod Aqua Fund, though commercial properties and second homes are ineligible. The conversation also touched on the progress of sewer connection projects, with Mark noting that while the Strawberry Hill Road project may have reached 75% or more connection rate.

### **Town Financing and Construction Planning**

Mark explained the town's financing options for construction projects, noting they can access low-interest loans through state funds and general obligation bonds. Rimas suggested an integrated approach to assess town needs and available resources, emphasizing the importance of structured analysis due to the complexity of the situation. They discussed challenges like prevailing wage laws

that increase construction costs, and Mark highlighted the need for a new revenue source to support future loans. Both agreed on the necessity of forming a group to explore potential opportunities and analyze feasibility.

### **Town Report Planning Meeting**

The committee discussed the structure and timeline for an upcoming report to be presented to the town council in early March. Rimas outlined a four-part approach: context/preamble, revenue enhancement strategies, alternatives, and next steps. Jeremy agreed to handle the preamble section, while Jim may work on the conventional funding options. The group agreed to prepare draft sections for the next meeting to meet the March 5th deadline. Betty suggested that Rimas attend an upcoming economic forum on February 24th.

Meeting adjourned 5:10 pm