



The Town of Barnstable

Comprehensive Financial Advisory Committee (CFAC)

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CFAC Committee:

Chair:

Lillian Woo

Members:

Vice Chair, Hector Guenther
Clerk, Chuck McKenzie
Jacky Johnson
Tom Keane
Chris Lauzon
James Sproul

Staff Liaison:

Mark Milne

Councilor Liaison:

Craig Tamash

MEETING MINUTES

Comprehensive Financial Advisory Committee

06.10.2024

6:00 PM

Join Zoom Meeting: <https://townofbarnstable-us.zoom.us/j/87472647191>

PHONE: 877-853-5257

Meeting ID: 874 7264 7191

Roll Call:

Chair Woo called the CFAC Zoom meeting to order at 6:00pm.

- CFAC Members Present: Lillian Woo, Hector Guenther, Jacky Johnson, Chris Lauzon, Tom Keane, Jim Sproul, and Chuck McKenzie
- Roll call and quorum verified by Chuck McKenzie
- CFAC Members Absent:
- Councilors Present: Gordon Starr
- Staff Present: Mark Milne, Director of Finance, Gareth Markwell, Assistant Director of Finance, Mark Ells, Town Manager
- Others Present: None

Motion duly made by Tom Keane, seconded by Chris Lauzon, to approve the Operating Budget Subcommittee Minutes of April 29th, May 2nd, and May 8th, 2024.

Roll Call Vote: Lillian-yes, Hector–abstain, Jacky-yes, Chris-yes, Chuck-yes, Tom-yes, and Jim-yes

Vote: Unanimous

Motion duly made by Hector, seconded by Jim to approve the CFAC minutes of May 13, 2024.

Discussion: Minor grammatical editing

Roll Call Vote: Lillian-yes, Hector-yes, Jacky-yes, Chris-yes, Tom-yes, Jim-yes, and Chuck-yes

Vote: Approved as amended

Discussion regarding financial topics where CFAC could provide analysis and assistance

Purpose

- Chair Woo provides explanation regarding CFAC process of providing reports to the Town Manager.

Overview and explanation provided by Jim Sproul:

- CFAC develops reports from both the CIP and the Operating Budget Subcommittee; those observations are then presented to the Town Manager.
- Upon the resignation of Neil Kleinfeld from CFAC, discussion ensued regarding CFAC what more could CFAC be doing. The question was then posed to Town Manager Ells. CFAC would like to do more to assist the Town in looking at critical projects and policies. A past example included review of private ways. CFAC receives information from all departments and is positioned to share recommendations on what departments feel is the most important.

Town Manager Ells

- Mark shared his comments regarding how CFAC has both an important and integral part in providing advice to the Town Manager (TM), and Town Council (TC). Growth in the complexity of our community and the financial strategy of our community is growing and becoming more complicated. Members are thanked for their continued efforts in recognizing the needs and challenges of moving forward to achieve what staff wants to accomplish.
- The first ‘ask’ is relevant to the Capital Improvement Program (CIP). Private Roads and Schools facing comprehensive facility and grounds evaluations town wide are two major efforts evolving.
 - * Moving forward, CFAC recommendation on the need to make policy decisions, and how those decisions will be managed was correct.
 - * Private roads – costs in the taking, maintenance, easements, and policies are all significant factors that need consideration. The need to move forward while also identifying that the struggle exists in recommending any capital project where there is no operating maintenance budget in place to maximize that asset. The Comprehensive Wastewater Management Plan (CWMP) encompasses both public and private roads. CFAC recommendations in its advisory capacity continues to benefit staff.
- DPW will be providing an update for the community on the current technical and regulatory long-term projects and plans at a Town Council Workshop to be held on Thursday, June 20th.
- Mark shared that TC leadership appreciates all support from CFAC
- All existing CIP funding as well as other alternatives for future revenue that are not debt exclusions are important. The need to show our community that all possible efforts are exhausted in trying to ‘not ask for tax dollars’ to cover costs of crucial infrastructure projects is important. It would be good for CFAC to look at alternatives for the generation of additional revenue. Mark Milne will be providing an update to TC at the July 18th TC meeting.

- Continued and evolving discussions on a regular basis will be beneficial for senior staff. Other issues would include housing, solid waste disposal, groundwater, and wastewater treatment.

Discussion:

- Recap of the comprehensive topics of what needs to be done include: Financial policies - Change of demographics - Facilities - repairs and/or expansions - Private roads - Alternatives for future revenues - Solid Waste – Housing – Water
- CFAC will work to provide insight into viable options in a financial strategy and advising on additional needed revenues. Beginning the discussion not to advise TC as they move forward with difficult policy decisions.
- * Focus 1 - While CWMP is not currently under a state order, it still needs to advance as stopping it could result in Third Party and Regulatory actions with significant decisions needed within the next 18 months. Financial review of the CWMP is done by Mark Milne, who will then share it with CFAC.
- * Focus 2 – Private roads as the volume of them increases as sewerage moves into ‘neighborhoods’. In a conversation between Hector and Griffin Beaudoin of DPW, it was identified that 145 private roads are involved in Phase 1 of the CWMP, totaling 26 miles. Gravel roads will remain gravel, and hard surfaced roads will be repaved curb-to-curb with no sidewalk upgrades. Noting that a repaved road will have cracks addressed in years 10-20, and repaving would likely be needed after 20 years.
- * Focus 3 – Schools – Superintendent Ahern was advised that school facilities will be mentioned to CFAC by TM Ells.
- TM Ells shares his view of Advisory Boards, Committees and Commissions. These groups possess expertise in finance and look at issues comprehensively beyond finance, while objectively looking at viable alternatives based on data provided by Mark Milne. Once this data is reviewed, TM Ells requests CFAC to provide multiple, viable options and appropriate recommendations with reasonings. For example – if the chosen option was debt exclusion, what would that look like? One option could be a transfer tax, collectively CFAC could identify multiple options.
- A fiscal policy update has not been done by CFAC for several years; TM Ells will speak to TC leadership and ask if they are interested in recommendations from CFAC relevant to debt exclusion. TM Ells also suggests it would be beneficial if CFAC would provide updates with the TM to the TC.

Members comments:

- TM Ells is thanked for his time in meeting with CFAC and will come back any time CFAC requests.
- Chris speaks to Councilor Levesque’s suggestion of using town owned properties for redevelopment or sale. TM Ells would like CFAC to hear how Sr. Management views those assets. As TC leadership changes so do the views on what the priority of assets are, and staff must adapt to those changes.
- Jim appreciates the identification of other areas to be explored, while maintaining balance on the amount of work to be taken on, it should be feasible and manageable.
- Jacky – no further comments
- Tom appreciates the range of issues raised
- Chuck is encouraged and appreciates input and comments from TM Ells regarding topics of prioritization
- Lillian spoke about the former Water Resource Advisory Committee (WRAC) back in 2015. CFAC had three (3) liaisons to the WRAC, and how those meetings were filled with data and investigations were heavily involved.

Hector shared appreciation and agrees that the ‘coming’ issue of private roads will be an enormous expense. TM Ells identified the four (4) major categories under private roads, the first three (3) of which are concurrent with each other, and TM Ells has made recommendations to the TC that discussions continue. TC has asked for more data and information. Those three (3) are: (1) Private roads within the CWMP, (2) Existing collector roads that are private in Town, and (3) Private roads that have already gone through the temporary private roads program and upgraded that road. The fourth and final

category is all the other roads in the Town. TM Ells will be providing another update to the TC in the fall. Mark Milne will bring the conversation back to TC leadership, receive their direction and provide that back to CFAC.

Members thank TM Ells again, and are grateful for the clarification on areas where CFAC can begin to look

- Mark Milne acknowledges that consideration be given to the membership's time commitment going forward. A good place for CFAC to begin would be to listen to both the DPW CWMP update on June 20th, and review of the financial policy to TC on July 20th. Funding of that plan that will affect that policy and adjustments to those policies may need to be made. Mark suggests that CFAC could frame that and bring it back to TC leadership suggesting that CFAC look at CWMP funding and fiscal policy. This process may take up to a year to come up with alternatives and ultimately make some recommendations on how to move forward. Mark will provide the series on private roads and the school committee subcommittee information on facilities to members.

Public comment:

Councilor Star: Suggest that debt exclusion is a topic that needs to be discussed; possibly addressing CWMP one year, and then School facilities the next to not place too much cost on residents at one time. Mark Milne's presentation will enlighten the TC.

Elections:

Chair: Nomination of Lillian for Chair made by Jim – no second
Nomination of Hector for Chair made by Chris – no second
Discussion amongst members; reasoning for desire to obtain leadership role provided by Lillian and Hector
Nomination of Hector for Chair made by Chris, seconded by Tom
Nomination of Lillian for Chair made by Jim, seconded by Tom
Roll call vote by Chuck:
Lillian – Lillian, Hector – Hector, Jacky – Hector, Chris – Hector, Tom – Hector, Jim – Lillian
Hector 5 / Lillian 2
Hector voted in as new Chair
Both Jim and Lillian change their votes for Hector, making it a unanimous decision.
As newly elected Chair, Hector expresses support and gratitude to Lillian as members will continue to work towards the same goals to do good for the Town and its residents.

Vice Chair: Nomination of Jim Sproul made by Lillian; Jim declines
Nomination of Chuck McKenzie by Lillian, seconded by Chris
Lillian moves nominations be closed, seconded by Chris
Unanimous approval

Clerk: Nomination of Chris Lauzon made by Lillian, seconded by Jim
Lillian moves nominations be closed, seconded by Tom
Unanimous approval

Correspondence from Committee Members:

- Lillian requested that a letter of appreciation be sent to Neil Kleinfeld, thanking him for all his work and dedication on behalf of CFAC. Hector requests Lillian to provide a draft.
- If approved by the TC Appointments Committee, Jeremy Shea (Barnstable High School Teacher) will be appointed and joining CFAC at the end of June.

- Work will need to begin on the Financial Report overview in September; this should be added to the June 24th agenda. Lillian asks for members to identify what area they wish to volunteer for and
- Jim Sproul expresses his sincere thanks to Lillian for 12 years of leadership to CFAC.

Communications from Staff:

- Mark Milne shared that the entire Operating Budget was acted upon and approved at the June 6th TC meeting. The process was presented in entirety by Mark, it was efficient and seamless with no changes to any department requested appropriations.
- Once Mark provides the 7/18/24 presentation to members, a starting point decision will be identified.

Matters not reasonably anticipated by the Chair - none

Closing public comment - none

The next CFAC meeting will be held on June 24th

Topics to include:

- Identify which topics need to be reviewed and come prepared to discuss
- Suggested topics should be submitted to Hector who will then work on the agenda with Mark.
- Note that CFAC only meets once in July.

Motion duly made by Lillian, seconded by Tom to adjourn.

Roll Call vote by Chris Lauzon: Hector-yes, Chuck-yes, Lillian-yes, Jacky-yes, Jim-yes, Tom-yes, and Chris-yes.

Meeting adjourned at 7:35pm

Respectfully submitted.

Theresa M. Santos



2024.04.29 Minutes
CFAC OBSC Mtg Draft



2024.05.02 Minutes
CFAC OBSC Mtg Draft



2024.05.08 Minutes
CFAC OBSC Mtg Draft



2024.05.13 Minutes
CFAC Mtg Draft.pdf

Attachments: