



**Town of West Newbury
Board of Selectmen**
Monday, December 3, 2018 @ 6pm
First Floor Hearing Room
381 Main Street, Town Office Building
www.wnewbury.org

RECEIVED
TOWN CLERK
WEST NEWBURY, MA
2018 NOV 29 PM 2:01

AGENDA

Executive Session: 6pm in the Town Manager/Selectmen Office

- MGL Chapter 30A §21(a) 2: To conduct strategy sessions in preparation for negotiations with nonunion personnel or to conduct collective bargaining sessions or contract negotiations with nonunion personnel

Announcements: This meeting is being broadcast on local cable TV and recorded for rebroadcast on the local cable channels and on the internet.

Open Session: 6:30pm in the First Floor Hearing Room

Joint Meeting with the Finance Committee to review the following:

- A. Review of proposed reserve fund transfer of \$6,054.00 to pay insurance claim deductible
- B. Update on selection of new accounting and finance software
- C. Review and discussion of calendar for FY20 Budget process
- D. Continued review of Board Selectmen Budget Message for FY20 Budget
- E. Working session regarding recommended Community Compact Financial Policies and recommended changes to current town financial policies

Town Manager Updates:

- F. Police Chief transition plan
- G. Follow up meeting assignments
- H. Placing items for future agendas

Posted Agenda on 11/29/2018 at the Town Offices and the Town's Official Website www.wnewbury.org

RECEIVED
TOWN CLERK
WEST NEWBURY, MA

2018 NOV 29 PM 2: 11

MEETING NOTICE

WEST NEWBURY FINANCE COMMITTEE

DATE & TIME: Monday, December 3, 2018

TIME: 6:30 PM

PLACE: First Floor Hearing Room
381 Main Street

AGENDA

Joint Meeting with the Board of Selectmen to review the following:

- A. Review of proposed reserve fund transfer of \$6,054.00 to pay insurance claim deductible
- B. Update on selection of new accounting and finance software
- C. Review and discussion of calendar for FY20 Budget process
- D. Continued review of Board Selectmen Budget Message for FY20 Budget
- E. Working session regarding recommended Community Compact Financial Policies and recommended changes to current town financial policies



A

Town of West Newbury
381 Main Street
West Newbury, Massachusetts 01985

Angus Jennings, Town Manager
978-363-1100, Ext. 111 Fax 978-363-1826
townmanager@wnewbury.org

TO: Board of Selectmen, Finance Committee

FROM: Angus Jennings, Town Manager

DATE: November 30, 2018

RE: Proposed reserve fund transfer of \$6,054.00 to pay insurance claim deductible

The Town is responsible to pay the enclosed insurance deductible invoices totaling \$15,000 which are offset by this year's credit of \$8,946 for a net expense of \$6,054. This is the deductible for MIIA pay-out of two claims with a date of loss 10/10/2011. In 2016 the Board of Selectmen authorized mediation of the matter. Upon receipt of the invoices, I reviewed the project file in the Board of Selectmen office, reviewed with Town Counsel, and discussed the matter in detail with MIIA personnel on 11/2/18. I am satisfied that the funds are properly due and payable.

I propose a reserve fund transfer because this is an unbudgeted expense and its payment may exceed the budgeted Insurance and Bonds expense account. In FY18 this line item was 96.5% utilized with a year-end unexpended balance of less than \$6,000. We met with MIIA this week to review our policy renewal and learned that our Property and Casualty premium for the first half of 2019 (last half of FY19) will increase by nearly \$1,000 due to revaluations of certain Town properties.



Deductible Invoice

MIIA Property and Casualty Group, Inc.
Department 530, P.O. Box 4106
Woburn, MA 01888-4106
1-800-374-4405

TO: West Newbury, Town of 381 Main Street West Newbury, MA 01985	INVOICE NUMBER 20119054503220	INVOICE DATE 10/12/2018
	POLICY NUMBER WES00054-11	INVOICE TOTAL \$7,500
POLICY INFORMATION		
Type of Policy: Group Pool Coverages Insurance Company: MIIA Property And Casualty Group, Inc.		
Transaction: Deductible Billing Transaction Date: 10/12/2018 Payment Due Date: 11/12/2018		
CHARGES		AMOUNT
Re: Claim # M13LE77641:0002 Claimant: XXXXXXXXXX MIIA has processed payments for the above referenced claim. The total payments to date for defense and indemnification is \$100,000.00. Your deductible currently due is shown to the right. Please contact MIIA Claims, at 1-800-526-6442 if you have any questions on this matter.		\$7,500
MAKE CHECKS PAYABLE TO: MIIA Property and Casualty Group, Inc. SEND TO: Department 530, P.O. Box 4106, Woburn, MA 01888-4106		TOTAL \$7,500

PLEASE RETAIN ONE COPY FOR YOUR RECORDS AND RETURN THE OTHER WITH YOUR PAYMENT



Deductible Invoice

MIIA Property and Casualty Group, Inc.
Department 530, P.O. Box 4106
Woburn, MA 01888-4106
1-800-374-4405

TO: West Newbury, Town of 381 Main Street West Newbury, MA 01985	INVOICE NUMBER 20119054503221	INVOICE DATE 10/12/2018
	POLICY NUMBER WES00054-11	INVOICE TOTAL \$7,500
POLICY INFORMATION		
Type of Policy: Group Pool Coverages Insurance Company: MIIA Property And Casualty Group, Inc.		
Transaction: Deductible Billing Transaction Date: 10/12/2018 Payment Due Date: 11/12/2018		
CHARGES		AMOUNT
Re: Claim # M13LE77641:0003 Claimant: XXXXXXXXXX MIIA has processed payments for the above referenced claim. The total payments to date for defense and indemnification is \$8,326.70. Your deductible currently due is shown to the right. Please contact MIIA Claims, at 1-800-526-6442 if you have any questions on this matter.		\$7,500
MAKE CHECKS PAYABLE TO: MIIA Property and Casualty Group, Inc. SEND TO: Department 530, P.O. Box 4106, Woburn, MA 01888-4106		TOTAL \$7,500

PLEASE RETAIN ONE COPY FOR YOUR RECORDS AND RETURN THE OTHER WITH YOUR PAYMENT



One Winthrop Square, Boston, MA 02110
617-426-7272 or 800-882-1498
Facsimile 617-426-9546 • www.emiia.org

October 16, 2018

Dear MIIA Member:

Thank you for your continued support of the MIIA programs. If applicable, enclosed please find an invoice or invoices reflecting deductible payments due to MIIA Property and Casualty Group, Inc. As a reminder, these deductible invoices are due at the closure of the claim.

On a separate but related note, we are pleased to announce that on Thursday, October 11, 2018, the MIIA Board of Directors approved **additional participation credits totaling \$2.5 million** for fiscal year 2019 (7/1/18-6/30/19) to members of MIIA Property & Casualty Group who belong to MIIA in the 2019 fiscal year. Please note the additional participation credits are listed on the attached credit invoice.

For many members, the impact of this deductible invoice will either be reduced or eliminated by the receipt of this participation credit. While members would certainly not be required to offset the deductible invoice against their participation credit, the option to use the credit as an offset on the enclosed invoice amount is available. Additionally, in order to mitigate the impact that the deductible billing will have on some members, MIIA will offer extended payment plans.

Please contact Greg McGrath, MIIA Accounting, at 617-426-7272 X256 or email at gmcgrath@mma.org with any questions about this invoice or various methods for extended payment plans.

As always, your participation and commitment to MIIA is very much appreciated. This is your program and we are privileged to serve you.

Sincerely,


Nancy Kiely Ferraro
Manager of Operations
MIIA Property & Casualty Group, Inc.

RECEIVED

OCT 22 2018

BOARD OF SELECTMEN
TOWN OF WEST MENDENHURST



MIIA Property and Casualty Group, Inc.
 Department 530, P.O. Box 4106
 Boston, MA 02206-4106
 1-800-882-1498

Property & Casualty Credit Invoice

TO:	West Newbury, Town of 381 Main Street West Newbury, MA 01985	INVOICE NUMBER 201700542505	INVOICE DATE 10/12/2018
		POLICY NUMBER WES00054-17	INVOICE TOTAL \$(8,946)

POLICY INFORMATION	
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Type of Policy:	Group Pool Coverages
Insurance Company:	MIIA Property and Casualty Group, Inc.
Transaction:	Credit Billing
Transaction Date:	10/12/2018

CHARGES	AMOUNT
Additional Participation Credit	\$(8,946)
TOTAL	\$(8,946)

**TOWN OF WEST NEWBURY
REQUEST FOR TRANSFER FROM THE RESERVE FUND**

Fiscal Year FY19

Date: 11/30/18

TO: Finance Committee

FROM: Angus Jennings, Town Manager

- 1) In accordance with Chapter 40, Section 6, of the Massachusetts General Laws, it is requested that \$^{6,054.00} be transferred from the Reserve Fund to the following account: 9455740 Insurance and Bonds
- 2) A total of \$170,000.00 has been appropriated for or transferred to the above account during the current fiscal year is attached.
- 3) A list of all expenditures made or obligations incurred against the above account during the current fiscal year is attached.
- 4) The unobligated balance of the above account as of the date of this request is \$19,409.00
- 5) The amount requested is needed to: pay the Town deductible on insurance claims
- 6) The need for the amount requested was unforeseen because: the claims date to events in 2011
- 7) Funding of this request cannot wait until the next ATM because: the invoice is due by end of calendar year. (MIIA is aware a reserve fund transfer is sought due to unbudgeted costs).
- 8) The undersigned will meet with the Finance Committee to discuss this request at its regular meeting scheduled upon request.

Signed: _____

Angus Jennings

Board of Selectmen Notification

TO: Finance Committee

It is recommended that the above transfer request be _____ because

Approved

Denied

BOARD OF SELECTMEN

Chairman

Signed: _____

Town Accountant

Finance Committee Action:

Date: _____

Number of Committee Voting _____

The requested transfer of \$6,054.00 from the Reserve Fund to the Account is Approved Denied . If not approved, the rationale for the Committee's action was: _____

Chairman, West Newbury Finance Committee

TOWN OF WEST NEWBURY

2019 Expenditure Report

From 07/01/2018 to 06/30/2019

Insurance & Bonds 9455740			Pkt #	Debits	Credits	Approp	Expended	Encumbered	Available	% Exp
07/01/2018	BDAPP	Record FY19 Budget	16036	\$0.00	\$0.00	\$170,000.00	\$0.00	\$0.00	\$170,000.00	0.00%
07/11/2018	APWAR	Cabot Risk Strategies	3637	\$0.00	\$0.00	\$0.00	\$3,261.00	\$0.00	\$166,739.00	1.91%
07/11/2018	APWAR	Chubb & Son	3637	\$0.00	\$0.00	\$0.00	\$25,074.00	\$0.00	\$141,665.00	16.66%
07/18/2018	APWAR	MIA Property & Casualty Group, Inc.	3647	\$0.00	\$0.00	\$0.00	\$135,054.00	\$0.00	\$6,611.00	96.11%
07/18/2018	APWAR	Travelers	3647	\$0.00	\$0.00	\$0.00	\$502.00	\$0.00	\$6,109.00	96.40%
08/01/2018	VOIDC		3657	\$0.00	\$0.00	\$0.00	\$-3,261.00	\$0.00	\$9,370.00	94.48%
08/01/2018	APWAR	Vermont Mutual	3656	\$0.00	\$0.00	\$0.00	\$3,261.00	\$0.00	\$6,109.00	96.40%
08/08/2018	APWAR	Travelers	3658	\$0.00	\$0.00	\$0.00	\$462.00	\$0.00	\$5,647.00	96.67%
08/15/2018	APWAR	Vermont Mutual	3666	\$0.00	\$0.00	\$0.00	\$3,261.00	\$0.00	\$2,386.00	98.59%
08/15/2018	VOIDC		3665	\$0.00	\$0.00	\$0.00	\$-3,261.00	\$0.00	\$5,647.00	96.67%
08/22/2018	EXENT	Reclass Expenditures	16367	\$0.00	\$0.00	\$0.00	\$-13,862.00	\$0.00	\$19,509.00	88.52%
08/22/2018	APWAR	Travelers	3664	\$0.00	\$0.00	\$0.00	\$100.00	\$0.00	\$19,409.00	88.58%
9455740 Ending Bal				\$0.00	\$0.00	\$170,000.00	\$150,591.00	\$0.00	\$19,409.00	88.58%
Period Total				\$0.00	\$0.00	\$170,000.00	\$150,591.00	\$0.00		
5700 Other Ending Bal				\$0.00	\$0.00	\$170,000.00	\$150,591.00	\$0.00	\$19,409.00	
5700 Other Period Total				\$0.00	\$0.00	\$170,000.00	\$150,591.00	\$0.00		
Dept 945 Insurance and Bonds Ending Bal				\$0.00	\$0.00	\$170,000.00	\$150,591.00	\$0.00	\$19,409.00	
Dept 945 Insurance and Bonds Period Total				\$0.00	\$0.00	\$170,000.00	\$150,591.00	\$0.00		
Fund 1000 General Fund Ending Bal				\$0.00	\$0.00	\$170,000.00	\$150,591.00	\$0.00	\$19,409.00	
Fund 1000 General Fund Period Total				\$0.00	\$0.00	\$170,000.00	\$150,591.00	\$0.00		
Grand Total				\$0.00	\$0.00	\$170,000.00	\$150,591.00	\$0.00	\$19,409.00	88.58%
Grand Total Period Total				\$0.00	\$0.00	\$170,000.00	\$150,591.00	\$0.00		



Town of West Newbury

381 Main Street
West Newbury, Massachusetts 01985

Angus Jennings, Town Manager
978-363-1100, Ext. 111 Fax 978-363-1826
townmanager@wnewbury.org

B

TO: Board of Selectmen, Finance Committee
FROM: Angus Jennings, Town Manager
DATE: November 30, 2018
RE: Update on selection of new accounting and finance software

Following a staff review of competitive platforms dating back to 2017, earlier this week I contracted with Vadar Systems to provide the Town's financial software and support. We were uniformly impressed with the software, its tech platform, Massachusetts focus, and support commitment. The Town has utilized Vadar's Property Tax Suite for years.

We are working toward an implementation calendar that will include a transition with training over a period of months. Our objective, which we feel is realistic, is to officially convert to the new platform on July 1, 2019, the first day of FY20.

Our implementation calendar will include creation of a new chart of accounts with uniform accounting codes established in the Uniform Massachusetts Accounting System (UMAS).¹

Prior to adoption of the FY20 budget, proposed expense, revenue and stabilization budgets will be organized into a new chart of accounts. Finance personnel will work closely with Department Heads and Boards/Commissions/Committees with a role in initial budget preparation, to facilitate reassignment of initial proposed budgets into the new structure.

¹ UMAS Manual, July 2014 online at <https://www.mass.gov/files/documents/2016/08/nn/umas.pdf>

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VADAR ADVISE™

A photograph of three business professionals (two men and one woman) sitting around a table, looking at a laptop and documents, engaged in a collaborative meeting.

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Acton, MA 01720

VADAR® Financial Suite



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Property Tax, Utility, Accounting, PR/HR



Town of West Newbury

381 Main Street
West Newbury, Massachusetts 01985

Angus Jennings, Town Manager
978-363-1100, Ext. 111 Fax 978-363-1826
townmanager@wnewbury.org

C

TO: Board of Selectmen
FROM: Angus Jennings, Town Manager
DATE: November 30, 2018
RE: FY20 Budget Calendar

The following proposed Budget Calendar reflects the Board's direction at its November 26th meeting.

Budget Milestone	Proposed Date
Establish FY20 budget/capital priorities	12/3/18
Board of Selectmen FY20 budget message	12/3/18
Expense and revenue Budgets for all Dept. Heads or Town Officers due to Town Manager and Town Accountant	1/4/19
Town Manager proposed FY20 Capital Improvements Program due to Capital Improvements Committee (CIC), BoS	1/11/19
Expense and revenue Budgets for all Boards/Commissions/Committees due to Town Manager and Town Accountant	1/18/19
FinComm and Town Manager budget working sessions	Jan, Feb [<i>Schedule to be posted early January</i>]
Town Meeting Warrant closes – Article requests due to Board of Selectmen	2/13/19
Town Manager proposed FY20 budget, with Town Manager budget message and proposed FY20 departmental and organizational structure, due to FinComm and BoS	2/15/19
Receive PSRD Voted Assessment	3/15/19
CIC report due to Board of Selectmen	3/18/19
Selectmen's Endorsement of Proposed FY20 Budget	3/18/19
Joint meeting with BoS, TM, FinComm, Moderator, TC	3/25/19
Post Warrant	4/12/19
Vote Draft Motions	4/12/19
Annual Town Meeting	4/29/19
Approve Employee Wage Schedule	Late spring, after Town Mtg budget approval

At Monday's meeting I'd like to confirm the calendar, including with the Finance Committee, at which point it will be sent to the Department Heads, Town Officials, and Chairs of Boards, Commissions and Committees with a responsibility for initial budget preparation. I would also like to discuss coordination of the timing of Board and FinComm meetings during the initial months of 2019 to ensure my ability to attend and commit staff support to ensure a clear, transparent budget process that facilitates public review and understanding of the proposed FY20 Budget.

cc: Finance Committee



Town of West Newbury
381 Main Street
West Newbury, Massachusetts 01985

D

Angus Jennings, Town Manager
978-363-1100, Ext. 111 Fax 978-363-1826
townmanager@wnewbury.org

TO: Board of Selectmen
FROM: Angus Jennings, Town Manager
DATE: November 30, 2018
RE: Board Selectmen Budget Message (Policy Direction) for FY20 Budget

The enclosed draft Budget Policy Direction is proposed for review, and I believe reflects the Board's direction at its November 26th meeting. This can be modified as you see fit, and upon its endorsement will be circulated to Department Heads, Town Officials, and Chairs of Boards, Commissions and Committees with a responsibility for initial budget preparation.

My office's presentation of the FY20 budget will include detailed narrative/exhibits commonly understood as a Budget Message.

cc: *Finance Committee*



Town of West Newbury

Board of Selectmen FY '20 Budget Message/Policy Direction

November 30- 2018 – *REVIEW DRAFT*

To insure the growing and continued financial health of the Town of West Newbury, provide the public with confidence that Town officials respect their responsibility for fiscal stewardship and demonstrate to taxpayers and bond rating agencies that the Town has thoughtfully prepared for its future, the Board of Selectmen present to our employees, Boards, Commissions and Committees the following guidance in preparing the FY '20 budget.

Revenue and Expenditure Forecast

The Government Financial Officers Association (GFOA) notes a true structurally balanced budget is one that supports financial sustainability for multiple years into the future. A critical step in maintaining a sound financial plan is the preparation of a multi-year revenue/expenditure forecast.

The Town Manager, in consultation with department heads, shall prepare and maintain a three-year financial forecast of revenues, general and enterprise fund operations based on current service levels and current funding sources, to also include funding of the capital plan.

FY '20 Budget Message:

- Taking into account reasonable estimates of new growth and changes to assessed values, propose a FY20 operating budget that will limit average single-family tax increase to no more than 2%, not including any Pentucket capital project impact. If, in order to meet this budgetary goal, the proposed budget includes any changes in organizational structure, employee head count, hours of operation and/or budgeted level of service, these changes should be specified.
- Taking into account appropriation of funds to stabilization, goal to reduce FY '19-year end certified free cash to a maximum of 5% of the operating budget, to the extent practical.
 - In FY '19 \$300,000 was appropriated into the stabilization fund. Target a minimum increase of \$50,000 each fiscal year, until it's fully funded a minimum of five years into the future.
 - Fund the school stabilization fund based on retiring debt.
 - Fund the pension stabilization fund @ \$50,000.
- Proposed updates and revisions to the Capital Improvement Program should be presented by the Town Manager concurrently with the proposed FY20 budget, understanding that capital planning and budgeting will continue concurrently with the overall budgeting process, and taking into account the process requirements of the Capital Improvements Committee Bylaw.
- Propose a FY20 budget with an updated chart of accounts, to facilitate the transition to a new finance and accounting software during the FY20 budget year. Modifications to account structure due to changes in chart of accounts should be specified.
- Enact a clear, transparent public process for finance committee and public review of the proposed FY20 budget, upon its presentation by the Town Manager on or before February 15, 2019, taking into account information from taxpayers, town officials, department heads, boards/ commissions/ committees, and residents.
- Proposed FY20 budget should take into account the anticipated adoption, prior to FY20, of the policies recommended in the June 2018 Community Compact Financial Policy Manual.

- Proposed FY20 budget should take into account the estimated impacts, if any, of any newly effective requirements imposed by statute, regulation or policy, and should specify the estimated impact of any such newly effective requirements.
- For each section of the proposed budget, specify the individual(s) or the board/commission/ committee that will have authority to expend the budgeted funds.
- Build revenue & expenditures projections a minimum of 3 years forward, current year and 3 years of history.
- A better understanding of actual police/dispatch expenditures, to target a maximum of level funding with the FY '19 appropriation, exclusive to the new police & dispatch union contract impacts.
- Bring the DLS financial policy review to a conclusion.

Future Priorities - To complete during FY'20:

- Implement DLS forecast tool. Invite Marcia Bohinc to come in and talk with us about this after we finalize the policies. Where the policies are generally oversight, this is more of an operating tool. This discussion should include the Town Manager, the FinCom, the finance staff and the Selectmen.
- Formalize Operations & Maintenance plans.
- Investigate employee health insurance plan costs and options.



Town of West Newbury
381 Main Street
West Newbury, Massachusetts 01985

Angus Jennings, Town Manager
978-363-1100, Ext. 111 Fax 978-363-1826
townmanager@wnewbury.org

TO: Board of Selectmen, Finance Committee
FROM: Angus Jennings, Town Manager
DATE: November 30, 2018
RE: Recommended Community Compact Financial Policies and Town financial policies

Following the policy direction agreed during the November 13th meeting between the Board of Selectmen and Finance Committee, Finance staff has made progress toward recommending consolidation of recommended Community Compact policies with existing Financial Policies, as amended.

Our objective is a consolidated set of improved financial policies that ranges from baseline day-to-day functions up to and including budgeting and longer-term financial management. This work is in direct response to a recommendation in the FY17 Audit Management Letter to “upgrade the Town’s policies and procedures to match the Standard and Poor criteria.”

We have prepared the enclosed recommended Table of Contents, which integrates policies from multiple sources, and for each section have recommended which policy we feel should serve as the “base” document, to be amended as appropriate taking into account the other source documents.

This is intended to facilitate consideration of the language of the policies during the working session scheduled for Monday. A laptop and projected will be set up, with the various source documents available in editable format, to facilitate an interactive working session. Each of the three “base” documents is shown on a different color background to help us keep track of the source language.

Key finance personnel will be present for the meeting, and leading up to then we’ll continue to prepare recommendations regarding specific language changes and policy objectives.

Based on progress made on Monday, and taking into account other responsibilities, we can close the work session with a review of a calendar for continued work on this initiative.

cc: *Laurie Zywiak, Town Accountant*
Sue Yeames, Treasurer/Collector
Meredith Stone, Chief Assessor
Michael McCarron, Chief Procurement Officer

WEST NEWBURY MASSACHUSETTS

FINANCIAL POLICIES MANUAL



WORKING DRAFT of 11/30/18

PREFACE

The Town of West Newbury is committed to safeguarding public funds, protecting local assets, and complying with financial standards and regulations. To that end, this manual of financial policies provides guidance for local planning and decision making. The policies as a whole are intended to outline objectives, provide direction, and define authority to help ensure sound fiscal stewardship and management practices. Each should be periodically reviewed and updated as necessary.

With these policies, the Town of West Newbury, through its Board of Selectmen, Town Manager, Finance Committee, and employees, commits to the following objectives:

- Setting forth operational principles that minimize the cost of government to the extent consistent with the desired level of services for the Town's residents
- Providing safeguards to ensure the quality and integrity of the Town's financial systems
- Developing long-term operating and capital plans with clearly defined goals
- Establishing priorities for financial planning and resource allocation
- Ensuring that the Town's financial management conforms to general laws, generally accepted accounting principles, and municipal best practices
- Protecting and enhancing the Town's credit rating and preventing default on any municipal debts
- Providing increased public confidence in the Town's financial management and minimizing financial risks through a system of internal controls

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Employee Reimbursement	Community Compact / Review existing Town policy for incorporation of elements or sections
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Financial Goals and Objectives Statement Reserve Policies Operating Budget Policies Capital Budgeting Policies Debt Management Policies Offset Receipts and Enterprise Funds	Town policy / Review for elements that may enhance Community Compact and integrate into Comm Compact as appropriate <i>(in consultation with Water Commission)</i>
Financial Reserves Free Cash Stabilization Funds Retained Earnings Overlay Surplus	Community Compact / as may be amended <i>(in consultation with Water Commission)</i>
Forecasting	Community Compact / as may be amended
Grant Management	Community Compact / as may be amended

Indirect Cost Allocation	Community Compact / as may be amended (<i>in consultation with Water Commission</i>)
Investments Investment Objectives Risk Tolerance Ethics Relationship with Financial Institutions Reporting Requirements	Community Compact / Review existing Town policy for incorporation of elements or sections
Other Postemployment Benefits Liability	Community Compact / as may be amended
Overlay	Community Compact / as may be amended
Procurement Conflict of Interest	Community Compact / as may be amended
Reconciliations	Community Compact / Review existing Town policy for incorporation of elements or sections
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Tailings	Community Compact / as may be amended
Tax Enforcement	Community Compact / as may be amended
Tax Recapitulation	Community Compact / as may be amended
Wage Overpayment	Town policy / Recommended for addition, as may be amended
Year-end Closing	Community Compact / as may be amended

ANTIFRAUD

PURPOSE

To protect the Town's assets and reputation from misappropriation and abuse, this policy provides guidelines to safeguard against fraudulent activities and any appearance thereof. Policy objectives include:

- To create an environment in which employees and citizens can report any suspicion of fraud
- To communicate the Town's intent to prevent, report, investigate, and disclose to proper authorities suspected fraud, abuse, and similar irregularities
- To provide management with guidelines and responsibilities regarding appropriate actions in conducting investigations of alleged fraud and similar improprieties

APPLICABILITY

This policy pertains to any suspected fraud, abuse, or similar irregularity against the Town. It applies to all elected and appointed Town officials and employees and to any other persons acting on behalf of the Town, such as vendors, contractors, volunteers, casual employees, and grant subrecipients.

POLICY

The Town is committed to protecting its revenue, property, information, and other assets from any attempt, either by members of the public, contractors, consultants, vendors, agents, or its own employees, to gain by deceit, financial or other benefits at the expense of taxpayers. Town officials, employees and other persons acting on behalf of the Town must, at all times, comply with all applicable policies, laws, and regulations. The Town will not condone any violation of law or ethical business practices and will not permit any activity that fails to withstand the closest possible public scrutiny. The Town intends to fully, objectively, and impartially investigate any suspected acts of fraud or other similar irregularities regardless of the position, title, length of service, or relationship with the government of any party who may be the subject of such investigation.

A. Definitions

Any person acting on behalf of the Town will mean any person responsible for or to West Newbury's government placed in that position by some official relationship with the Town.

Abuse can occur in financial or nonfinancial settings and refers to, but is not limited to:

- Improper use or misuse of authority
- Improper use or misuse of Town property, equipment, materials, records, or other resources
- Waste of public funds

Fraud or other irregularity refers but is not limited to:

- Any dishonest or fraudulent act
- Forgery or alteration of any document or account
- Forgery or alteration of a check, bank draft, or any other financial document
- Misappropriation of funds, securities, supplies, or other assets
- Impropriety in the handling or reporting of money or financial transactions

- Profiteering as a result of insider knowledge of Town activities
- Disclosing confidential or proprietary information to outside parties
- Accepting or seeking anything of material value from consultants, contractors, vendors, or persons providing services or materials to the Town
- Destruction, removal or inappropriate use of records, furniture, fixtures, and equipment
- Any claim for reimbursement of expenses not made for the exclusive benefit of the Town
- Any computer-related activity involving the alteration, destruction, forgery, or manipulation of data for fraudulent purposes
- Any omissions and misrepresentations made in bond offering documents, presentations to rating agencies, and annual financial reports

B. Antifraud Responsibilities

Every employee has the responsibility to assist the Town in complying with policies and laws and in reporting violations. The Town encourages the support and cooperation of all employees in meeting the Town's commitment and responsibility to such compliance.

Town officials and department heads are responsible for instituting and maintaining a system of internal controls to reasonably ensure the prevention and detection of fraud, misappropriations, and similar irregularities. Management should be familiar with the types of improprieties that could occur within their areas of responsibility and be alert for any indications of such conduct.

The Town Manager has primary responsibility for investigating all activity defined in this policy and will, to the extent practical, notify the Board of Selectmen of reported allegations of fraudulent or irregular conduct upon commencing the investigation. In all circumstances where there are reasonable grounds to indicate a fraud may have occurred, the Town Manager, subject to the advice of Town Counsel, will contact the West Newbury Police Department and/or the District Attorney's office. Upon concluding the investigation, the Town Manager will report results to the Selectmen and others as determined necessary.

C. Disclosure

If the Town's investigation concludes that there was a violation of any federal criminal law involving fraud, bribery or gratuity potentially affecting a federal award, the Town Manager will disclose such in writing to the federal awarding agency in compliance with the Office of Management and Budget's Omni Circular. Similarly, if there are findings of bond offering information falsification, the Town Manager will disclose this in writing to the bondholders.

PROCEDURES

The Town Manager will create a set of procedures to be appended to this policy or incorporated by reference. The procedures should cover all of the following at minimum:

1. Procedure and methods for reporting suspicions of fraud, abuse and other irregularities
2. Assignment of responsibilities in response to reported suspicions
3. Employee protections from retaliation
4. Security of investigation documents
5. Treatment of anonymous allegations and false allegations (intentional and unintentional)
6. Personnel disciplinary actions

7. Responsibilities around media contact
8. Training, education, and awareness
9. Disclosure requirements and protocols

REFERENCES

[M.G.L. c. 149, § 185](#)

U.S. Office of Management and Budget's [Omni Circular](#)

EFFECTIVE DATE

This policy was adopted on [date].

The Town of West Newbury Anti- Fraud Policy and Response Program

Summary

Introduction

The Town of West Newbury is committed to its duty to ensure effective stewardship of public money and other assets and resources for which we are responsible. It is the policy of the Town of West Newbury to prevent and deter all forms of fraud that could threaten the security of our assets or our reputation. The Town is committed to the prevention, detection, investigation and corrective action relative to fraud.

What is Fraud?

Fraud is a violation of trust that is defined as a deception deliberately practiced to secure unfair or unlawful gain. The term includes but is not limited to such acts as deception, bribery, forgery, extortion, theft, embezzlement, misappropriation of money or assets, false representation, the concealment of material facts relating to any of the above and collusion or conspiracy to commit any or all of the above.

What to do if you suspect fraudulent activity

The Town recognizes there may only be a suspicion of fraud - thus any concerns should be reported to the Director of Municipal Finance. If the concern involves the Director of Municipal Finance, any concerns should be reported to the Board of Selectmen. The Director of Municipal Finance has the primary responsibility for the investigation of all suspected fraudulent acts as defined in the policy.

Actions

All cases of suspected fraud will be investigated and appropriate action will be taken.

Anti-Fraud Policy and Response Program

Applicability

This Policy applies to all employees of the Town of West Newbury.

Fraud

Fraud can cover many activities; however this Policy is directed primarily at financial matters. It may include, but is not limited to:

Misappropriation of Assets

Forgery, alteration or misappropriation of checks, drafts, promissory notes or securities

Unauthorized use, or disposition of funds or property (for example, misuse of town owned computer hardware, software, data and other records; use of town owned equipment, vehicles or work time for non-town purposes)

Embezzlement

Theft

Falsifying time sheets or payroll records

Falsifying travel or entertainment expenses and/or utilizing town funds to pay for personal expenses or for personal benefit

Fictitious reporting of receipt of funds

Fraudulent Financial Reporting

Improper revenue recognition

Improper expense/expenditure recognition

Overstatement of assets

Understatement of liabilities

Expenditures and Liabilities for Improper Purposes

Payments in money or other property, including but not limited to such things as jobs for families and friends, use of vacation properties, discounted or free services in exchange for benefits and other things of value, bribes and kickbacks.

General Policy and Responsibilities

The Town will investigate any suspected acts of fraud, or misappropriation of property. An objective and impartial investigation will be conducted regardless of the position, title, and length of service or relationship with the Town of any person, group or organization reasonably believed to have committed fraud. Each Department Head is responsible for instituting and maintaining a system of internal control to provide reasonable assurance for the prevention and detection of fraud, misappropriations and other irregularities. Management should be familiar with the types of improprieties that might occur within their area of responsibility and be alert for any indications of such conduct.

The Director of Municipal Finance has the primary responsibility for overseeing the investigation of all suspected fraudulent acts as defined in this policy. The Director of Municipal Finance will immediately

notify the Board of Selectmen of any fraud investigation. The Director of Municipal Finance will involve the Town Counsel, or other management as deemed appropriate.

All department heads or individuals, upon discovery of any violation of this policy, must notify the Director of Municipal Finance of the violation. If it is determined by the Director of Municipal Finance that corrective action may be provided for internally within the department, the department head or individual will notify the Director of Municipal Finance as to the steps taken to correct the violation.

Upon conclusion of the investigation, the results will be reported to the Board of Selectmen. Where there are reasonable grounds to believe that a fraud may have occurred, the Director of Municipal Finance may report the incident to the appropriate authorities, which shall include the Board of Selectmen and Town Counsel, in order to pursue appropriate legal remedies. The Director of Municipal Finance will pursue every reasonable effort to obtain recovery of the assets.

Procedures for Reporting

Any employee who has knowledge of an occurrence of fraudulent conduct, or has reason to suspect that a fraud has occurred, shall immediately notify The Director of Municipal Finance. In cases where the employee has reason to believe the Director of Municipal Finance may be involved, the employee shall immediately notify the Board of Selectmen unless the Board of Selectmen is also believed to be involved, and then the Town Counsel.

Investigation

Upon notification or discovery of a suspected fraud, the Director of Municipal Finance shall immediately investigate the fraud. The Director of Municipal Finance will make every reasonable effort to keep the investigation confidential.

When deemed necessary, the Director of Municipal Finance shall coordinate the investigation with the appropriate law enforcement officials. Legal counsel will be involved in the process, as deemed appropriate.

It should be noted that there may be certain instances of fraud that will be handled in the normal course of operations that will not result in a separate "investigation" by the Director of Municipal Finance. For these cases, periodic communications will be made to the Director of Municipal Finance updating the Board of Selectmen of the cases noted and actions taken.

Security of Evidence

Once a suspected fraud is reported, immediate action to prevent the theft, alteration, or destruction of relevant records shall be initiated. Such actions may include, but are not limited to, removing the records and placing them in a secure location, limiting access to the location where the records currently exist, and preventing the individual suspected of committing the fraud from having access to the records. The records shall be adequately secured until the investigation is complete.

Confidentiality

All participants and all persons questioned in a fraud investigation shall keep the details and results of the investigation confidential so as not to violate an individual's expectation of privacy.

Personnel Actions

If a suspicion of fraud is substantiated by the investigation, disciplinary action, up to and including dismissal and appropriate legal action, shall be taken by the Director of Municipal Finance and the Board of Selectmen.

Whistle-Blower Protection

No employee of the Town or person acting on behalf of the Town in attempting to comply with this policy shall:

- be dismissed or threatened with dismissal;
- be disciplined, suspended, or threatened with discipline or suspension;
- be penalized or any other retribution imposed, or
- be intimidated or coerced,

Violation of this section of the Policy may result in disciplinary action, up to and including dismissal.

If an allegation is made in good faith, but it is not confirmed by the investigation no action will be taken against the originator. If, however, the allegations were made in bad faith or without a justifiable basis, appropriate disciplinary action may be taken against the individual making the erroneous allegation.

Assessor's Inspection Policy

The Assessor's Office will conduct complete inspections (full measure & lists) for DOR requirements by doing one third (soon to be 1/5th) of the town each year until complete.

- **Notices will be placed in the newspaper and the police department will be notified prior to beginning a section of the town so that homeowners will be aware of the fact that inspections are taking place. Subsequent notices will also be required.**
- **Although unscheduled, property inspections will require the permission of the homeowner.**
- **In the event that the timing is inconvenient for the property owner, permission will be requested to perform an exterior inspection and the interior inspection will be scheduled for a later date.**
- **In the event that no one is at home, the inspector will leave a written card requesting that the homeowner contact the office to schedule the inspection.**
- **If after two weeks, the property owner has not contacted the office, a second written request will be mailed which states that a lack of response will be deemed an inspection refusal by the taxpayer.**

Permit Inspections will be handled differently depending on the percentage of completion of the construction.

- **New dwellings will be inspected without notification of the property owner as long as they are unoccupied.**
- **Once the Building Inspector has issued an occupancy permit, the property will be inspected again during a scheduled appointment.**

CAPITAL PLANNING

PURPOSE

To effectively maintain the Town's infrastructure and protect the value of its capital assets, this policy outlines guidance for planning, reviewing, and coordinating capital improvements. Adherence to this policy will help the Town meet its capital needs despite limited resources.

APPLICABILITY

This policy applies to all current and proposed capital projects in the Town except for those that come under the authority of the Community Preservation Committee. It establishes a framework for long-term capital improvements, sets guidelines and expectations for all Town departments in planning for and requesting capital projects, and outlines consensus budgetary goals for the Board of Selectmen, Town Manager, and Finance Committee. It also applies to related job duties of the Town Accountant and Treasurer/Collector.

POLICY

The Town will maintain its physical assets by providing funding in the operating budget to protect its capital investments and minimize future maintenance and replacement costs. To provide and preserve the infrastructure needed for achieving the highest levels of public services and quality of life possible within available financial resources, the Town will maintain an annually updated, six-year plan for capital improvements. The Town will emphasize preventive maintenance as a cost-effective approach to capital reinvestment and replace exhausted goods as necessary.

The Capital Improvement Committee (CIC) is charged to oversee West Newbury's capital improvement program. Its membership includes one member from the Board of Selectmen appointed by the Board for a one-year term, one member from the Finance Committee appointed by the Committee for a one-year term, and five citizens appointed by the Selectmen to three-year rotating terms. The CIC's objectives are to identify and prioritize projects, analyze funding, and create a long-term financial plan achievable within the Town's budget limitations.

A. Definition of a Capital Improvement

A capital improvement is a tangible asset or project estimated to cost over [\$20,000], to have or extend at least [five] years of useful life, or to require an authorized borrowing. These include:

- Real property acquisitions, construction, and long-life capital equipment
- Major improvements to physical infrastructure, including streets, sidewalks, stormwater drains, and water distribution systems
- Major renovations of existing capital items that extend their useful lifespans, as distinguished from normal operating expenditures
- Planning, feasibility studies, and designs for potential capital projects
- Items obtained under a long-term capital lease
- Bulk purchases of similar items, like software or furniture, with expected useful lifespans of five or more years that, when aggregated, have total costs exceeding the capital threshold

B. Inventory

To support a systematic acquisition and replacement schedule, the Town Accountant will annually update and maintain a detailed inventory of all capital assets, which shall include dates built, acquired or last improved, original costs, current conditions, expected and remaining useful lifespans, depreciated values, extent of use, and any scheduled replacement or expansion dates.

C. Evaluation of Capital Projects

Only projects that have gone through the CIC's review process will be included in the CIP unless required by an emergency, in which case, a written report explaining the emergency must be provided to the Board of Selectmen. The CIC will evaluate and prioritize the capital requests received from departments using the criteria below:

1. Public health or safety
2. State or federal laws or regulations
3. Available outside financing sources, such as grants
4. Preservation or replacement of an existing asset
5. Productivity or service impact
6. Adopted plans, goals, objectives, and policies of the Town
7. Benefit to the Town's economic base
8. Social, cultural, historic, economic, or aesthetic value
9. Operational or personnel cost impact
10. Community support

D. Multiyear Capital Plan

The CIC will annually develop a six-year capital improvement plan (CIP) and provide it to the Board of Selectmen and Finance Committee at least six weeks prior to the annual town meeting. The CIP will include the upcoming fiscal year's capital budget proposal and a five-year projection of capital needs and expenditures. The plan will incorporate assets from the Town Accountant's capital inventory and provide estimated replacement dates and costs, descriptions, and anticipated funding sources, including all annual debt service requirements.

Throughout the year, the Town Accountant will monitor active capital projects to ensure they remain properly funded and will report any capital plan amendments or issues to the Town Manager.

E. Capital Financing

[To provide reserve monies for the CIP, the Town will establish and maintain a capital improvement stabilization fund. Doing this enables the Town to pay outright for moderate-range capital and other maintenance expenditures and thereby preserve debt capacity for major, higher-dollar purchases or projects. This approach balances debt with pay-as-you-go practices and protects against unforeseen costs. In accordance with the Town's Financial Reserves policy, the target maintenance level for this reserve shall be [15 to 20] percent of the Town's annual operating budget.]

Annually, the Town will strive to maintain [three to five] percent of the general fund operating budget, net of debt, on capital investment allocations. Funding shall be derived from a combination

of property taxes and the general and capital improvement stabilization funds. Long-term debt is an appropriate funding source for certain types of projects, while short-term debt and current revenues should be used for assets with short useful lifespans.

The CIP shall be prepared and financed in accordance with the following principles:

- Special revenue sources (e.g., grants, trust funds) shall be evaluated as funding options whenever practical.
- The annual operating costs of each proposed capital project, as well its debt service costs, shall be identified before any long-term, bonded capital project is recommended.
- Short-term debt may be used to fully finance purchases with useful lifespans of less than 10 years.
- Major capital projects, such as new construction or major renovations to existing facilities, may be accomplished through capital or debt exclusions.
- Infrastructure or facility maintenance budgets built into the general operating budget will not be reduced to fund other departmental budgets.
- To the fullest extent feasible, all capital projects associated with the Town's water enterprise fund shall be financed from user fees.

F. Capital Project Closeouts

The Town will endeavor to close out all capital projects within six months of completion or discontinuation. When closing out any project with a residual balance, the Town Accountant will work with the Treasurer/Collector to do one of the following:

- If the project was funded by available revenue (tax levy or reserves), reallocate the balance to another capital project(s) or close it to the appropriate fund surplus.
- If the project was bond-funded and has a balance under \$50,000, propose that the Board of Selectmen apply the balance to debt service.
- If the project was bond-funded and has a balance over \$50,000, propose that the Board of Selectmen apply the balance to another capital project(s) for which the Town may borrow for an equal or greater term than the originally issued loan.

REFERENCES

[M.G.L. c. 44, § 20](#)

[M.G.L. c. 44, § 33B](#)

West Newbury bylaw Chapter IV, Capital Improvements Committee Bylaw

West Newbury policies on Debt Management and Financial Reserves

Division of Local Services (DLS) Best Practice: [Presenting and Funding Major Capital Projects](#) and [Special Purpose Stabilization Funds](#)

DLS Financial Management Guidance: [Capital Improvement Planning Manual](#) and [Capital Improvement Planning Guide – Developing a Comprehensive Community Program](#)

EFFECTIVE DATE

This policy was adopted on [date].

DEBT MANAGEMENT

PURPOSE

To provide for the appropriate issuance and responsible use of debt, this policy defines the parameters and provisions governing debt management. Policy adherence will help the Town to responsibly address capital needs, provide flexibility in current and future operating budgets, control borrowing, sustain capital investment capacity, and maintain or enhance the Town's bond rating so as to achieve long-term interest savings.

APPLICABILITY

This policy applies to the budget decision-making duties of the Board of Selectmen, Town Manager, Finance Committee, and Water Commission. Further, it applies to the Treasurer/Collector's debt management responsibilities and Town Accountant's budget analysis and reporting duties.

POLICY

Under the requirements of federal and state laws, the Town may periodically issue debt obligations to finance the construction, reconstruction, or acquisition of infrastructure and other assets or to refinance existing debt. The Town will issue and manage debt obligations in such a manner as to obtain the best long-term financial advantage and will limit the amount of debt to minimize the impact on taxpayers. Debt obligations, which include general obligation bonds, revenue bonds, bond anticipation notes, lease/purchase agreements, and any other debt obligations permitted to be issued under Massachusetts law, will only be issued to construct, reconstruct, or purchase capital assets that cannot be acquired with current revenues.

A. Debt Financing

In financing with debt, the Town will:

1. Issue long-term debt only for purposes that are authorized by state law and qualify for tax-exempt bonds and only when the financing sources have been clearly identified.
2. Use available funds to the greatest extent possible to reduce the amount of borrowing on all debt-financed projects.
3. Confine long-term borrowing to assets that cost at least [\$100,000] and that have at least [10] years of useful life or whose useful lifespans will be prolonged by at least 10 years.
4. Refrain from using debt to fund any recurring purpose, such as current operating and maintenance expenditures.
5. Consider using revenue bonds, special assessment bonds, or other types of self-supporting bonds instead of general obligation bonds whenever possible.
6. Set user fees to cover capital costs for the water enterprise operation to the extent practicable.

B. Debt Limits

The Town will adhere to these debt parameters:

1. Total debt service, including debt exclusions and any self-supporting debt, shall be limited to [10] percent of general fund revenues, with a target balance of [five to seven] percent.
2. As dictated by state statute, the Town's debt limit shall be five percent of its most recent equalized valuation.

C. Structure and Term of Debt

The following shall be the Town's guidelines on debt terms and structure:

1. The Town will attempt to maintain a long-term debt schedule such that at least [50] percent of outstanding principal will be paid within 10 years.
2. The term of any debt shall not exceed the expected useful life of the capital asset being financed and in no case shall it exceed the maximum allowed by law.
3. The Town will limit bond maturities to no more than [10] years, except for major buildings, water and water facility projects, land acquisitions, and other purposes in accordance with the useful life borrowing limit guidelines published by the Division of Local Services (DLS).
4. Any vote to authorize borrowing will include authorization to reduce the amount of the borrowing by the amount of the net premium and accrued interest.
5. The Town will work closely with its financial advisor to follow federal regulations and set time frames for spending borrowed funds to avoid committing arbitrage, paying rebates, fines and penalties to the federal government, and jeopardizing any debt issuance's tax-exempt status.

D. Bond Refunding

To achieve potential debt service savings on long-term, tax-exempt debt through bond refunding the Town will:

1. Issue debt with optional call dates no later than 10 years from issue.
2. Analyze potential refunding opportunities on outstanding debt as interest rates change.
3. Use any net premium and accrued interest to reduce the amount of the refunding.
4. Work with the Town's financial advisor to determine the optimal time and structure for bond refunding.

E. Protection of Bond Rating

To protect its bond rating, the Town will:

1. Maintain good communications with bond rating agencies, bond counsel, banks, financial advisors, and others involved in debt issuance and management.
2. Follow a policy of full disclosure on every financial report and bond prospectus, including data on total outstanding debt per capita, as a percentage of per capita personal income, and as a percentage of total assessed property value.

F. Reporting

1. The Town Accountant and Treasurer/Collector will report to the Board of Selectmen and Town Manager on the Town's debt status at least annually.

2. The Town Accountant will include an indebtedness summary as part of a report on receipts and expenditures in West Newbury's Annual Town Report.
3. The Town Accountant, with the Town's financial advisor, will file the annual audit and official disclosure statement within 270 days of the end of the fiscal year.

REFERENCES[M.G.L. c. 41, § 59](#)[M.G.L. c. 41, § 61](#)[M.G.L. c. 44, § 4](#)[M.G.L. c. 44, § 6](#)[M.G.L. c. 44, § 6A](#)[M.G.L. c. 44, § 7](#)[M.G.L. c. 44, § 8](#)[M.G.L. c. 44, § 17](#)[M.G.L. c. 44, § 19](#)[M.G.L. c. 44, § 20](#)[M.G.L. c. 44, § 21A](#)[26 USC § 148](#)

West Newbury Capital Planning policy

DLS Best Practice: [Understanding Municipal Debt](#)

DLS Borrowing Guidelines: [Asset Useful Life - Borrowing Limits](#)

DLS Informational Guideline Releases 17-21: [Borrowing](#) and 17-22: [Premiums and Surplus Proceeds for Proposition 2½ Excluded Debt](#)

Government Finance Officers Association Best Practice: [Refunding Municipal Bonds](#)

Internal Revenue Service Guidance: [Arbitrage Guidance for Tax-Exempt Bonds](#)

EFFECTIVE DATE

This policy was adopted on [date].

DISBURSEMENTS

PURPOSE

To mitigate the risk of fraud and ensure the Town disburses cash only for legally valid liabilities, this policy establishes guidelines for the expenditure of Town funds.

APPLICABILITY

This policy applies to the Town Accountant's and Treasurer/Collector's job duties and to the Town Manager's warrant approval responsibilities. It further applies to all department heads and elected or appointed officials who submit requests for expense and payroll disbursements (all referred to here as "department heads").

POLICY

No disbursement for any payroll or accounts payable (AP) expense shall occur without the prior review and approval of the Town Accountant and Town Manager. Accordingly, the Town Accountant is responsible for finalizing every AP and payroll warrant, and every warrant must be approved by the Town Manager, as evidenced by his signature. All payroll expenditures must be based on approved time and attendance records and be consistent with collective bargaining agreements or the Town's annual wage detail report. All vendor payments must be based on original invoices and issued only to entities with valid form W-9s on file.

Printed on the face of every disbursed check will be: "Void if not cashed within one year of issuance." The Treasurer/Collector will secure all prepared checks in a safe until distribution. As a tax-exempt organization, the Town will not pay sales tax on any expense, including those associated with any employee personal reimbursements.

A. Responsibilities

The Treasurer/Collector is responsible for maintaining a database all town employees including their salaries, pay rates, stipends, weekly work hours, earned leave time, benefit options, and withholdings. Any change to an employee's employment status, work hours, or compensation rate can only be made by the Treasurer/Collector based on a personnel action form signed by the appropriate department head, Town Accountant, and Town Manager.

On a biweekly basis, department heads must review, sign, and submit AP requests to the Town Accountant, and payroll reports to both the Town Accountant and Treasurer/Collector. Any elected or appointed board serving as a department head may vote to delegate this approval authority to one board member, who shall report back to the board on the approval actions. No board can assign this responsibility to a non-board member.

For each AP or payroll submission, the tasks below will be completed.

Department Heads:

- Complete and sign a Schedule of Bills Payable indicating the account to be charged and attach the original invoice or receipt.
- Verify sufficient funds are available in the appropriate account.

- For any new contract, submit supporting documents showing that procurement requirements have been met.
- Review and sign employees' time sheets, attesting to rates of pay, hours worked, pay type earned (e.g., regular, overtime, detail, etc.), and accrued time used (e.g., vacation, personal, sick).
- Forward Bills Payable documents and time sheets to the Town Accountant and send duplicate time sheets to the Treasurer/Collector.

Treasurer/Collector

Payroll:

- Enter time sheet information into the Harpers system to create the preprocess file, reconcile it to the Town Accountant's spreadsheet, and forward the final preprocess register to the Town Accountant.
- Upon the Town Accountant's approval, create and submit the final payroll file to Harpers Payroll Services.
- Print, review, and retain all the relevant Harpers payroll reports for that period.
- Provide a copy of the payroll register report to the Town Accountant.

AP:

- Review the signed AP warrant to verify that no outstanding amounts are due from any listed payee.
- For any a payee with a liability to the Town, hold back the check, apply it to the amount due, and issue a net check to the recipient for any remaining balance.

AP and Payroll:

- Fund the gross payroll plus the Town's portion of Medicare tax or the total or AP warrant and disburse the payments by check, bank transfer, or direct deposit.

Town Accountant:

Payroll:

- Enter time sheet information into an Excel worksheet and forward the worksheet to the Treasurer/Collector to reconcile with the Harpers preprocess file.
- Review and approve the Harpers preprocess register, verifying that expenditures are legal, no fraud is evident, the appropriate accounts are being charged, and funds are available.
- Enter and post the gross payroll to the general ledger from the final Harpers reports.
- Prepare a warrant in the gross amount plus the Town's share of Medicare tax.
- Submit the payroll warrant to the Town Manager for approval.

Accounts Payable:

- Review each AP submission for accuracy, original invoice, and signature, and contact the department head if any information is missing.
- For any new contract, confirm that proper procurement procedures were followed.
- Verify that the expense is for a legal purpose, no fraud is evident, the appropriate account is being charged, and funds are available.
- Add the expense to a warrant or return the submission if any of the above cannot be validated.

- Prepare and submit the warrant to the Town Manager for approval.

Town Manager:

- Review each warrant for appropriateness by examining invoices, back-up documents, and payroll detail, and direct any inquiries to the Town Accountant.
- Approve the warrant by signing it.

B. Emergency Disbursements

If there is an emergency or extenuating circumstance where payment must be made to a vendor outside of the normal warrant process, the Treasurer/Collector may issue a manual check with the written authorizations of the Town Manager and Town Accountant. In any such case, the department head will submit the expense to be processed as a no-check on the next accounts payable warrant.

C. Petty Cash

To mitigate the risks of illegal expenditures, violations of procurement laws, or instances of expenses exceeding appropriations, petty cash accounts are not authorized.

D. Cash Drawers

The following departments may maintain cash drawers exclusively for the purpose of making change:

- Treasurer/Collector [\$300]
- Council on Aging [\$200]
- Board of Health [\$100]

Use of these cash drawers shall be restricted only to departmental staff whose job duty assignments specify cashier functions. The drawers will be stored in locked cabinets or safes. The department head is responsible for ensuring that each cash drawer is counted daily and will immediately investigate and correct any discrepancies.

The Town Accountant will maintain records of the drawer balances as cash accounts in the general ledger and periodically audit the drawers.

E. Prior Fiscal Year Bills

To maintain the integrity of the annual budget, departments will charge all invoices to the proper fiscal year. In the event a department has an invoice for a prior fiscal year, it shall be submitted at a town meeting to authorize the payment and funding source. The appropriation can only be approved with a four-fifths vote of annual town meeting or a nine-tenths vote of a special town meeting.

F. Audit

All disbursement activity is subject to audit by the Town's independent auditor.

REFERENCES

[M.G.L. c. 41, §§ 41, 41A, 41B, 41C, 42, 43, 52, 56](#)

[M.G.L. c. 44, §§ 56, 58, 64](#)

[M.G.L. c. 30B](#)

West Newbury's collective bargaining agreements, employee compensation policy salary, and annual wage detail

EFFECTIVE DATE

This policy was adopted on [date].

Payroll

Each department must designate one person to accumulate payroll and compensated absence information and assure that the procedures are followed as outlined here.

Payroll must be approved and signed by the Department Head or the person immediately responsible for the appointment, promotion or transfer of the employees named on the time sheet. A commission, committee or board may designate any one of its members, to make oath for its members, to signing a payroll by majority vote.

The original, signed timesheet must be maintained by the Finance Department. If there is difficulty obtaining a signature, send/fax a copy to the Town Accountant to process the payroll timely. Forward the original document when the signature is obtained.

Payrolls must be submitted by noon on Wednesday of the week prior to a pay week. Occasionally, holidays and contract terms will require earlier submission. The Town Accountant will send out notification as necessary.

Changes to the set-up of the Payroll must be submitted to the Finance Department by noon Wednesday of the week prior to a pay week. These changes include adding an employee, adding or adjusting pay rates and deductions, changing personnel information etc. Any changes not received by the Finance Department by the deadline will be processed the next biweekly cycle.

No changes can be made to an employee's payroll without proper authorization and notification to the Assistant Treasurer/Collector. Withholding and other personal data changes require employee authorization.

Wage payments made to contract and salary exempt employees will be based on a daily rate depending on the number of days in any given fiscal year (as outlined by the Town Accountant's memorandum regarding submission dates for payroll and bill schedules). Stipend payments will be made semi-annually in December and June.

Fiscal wages earned will be reconciled back to employment contracts at June 30th of each year to ensure the accuracy of wages paid. Any underpayments will be paid immediately and overpayments should be addressed according to *the Finance Department Policy on Wage Overpayments*.

Updated: January, 2011

TOWN OF WEST NEWBURY PROCEDURE FOR COMPLETING PAYROLL TIME SHEETS

1. Accumulate employee hourly work records according to individual departmental procedures.
2. Complete the payroll worksheets. Unless otherwise noted in a contract document all hours (both regular and overtime, vacation or other compensated amounts) must be recorded on the payroll voucher. This is required for internal control and reconciliation of the payroll.
3. If paid time off occurs after the time sheet has been submitted, report those hours on the next biweekly time sheet.
4. The Department Head or Board majority should sign each payroll sheet. Facsimile signatures will not be accepted.
5. Submit the original payroll sheet to the Finance Department according to the schedule outlined in General Payroll Process.
6. Direct deposit payroll transmissions are made to the bank at 12:00 pm on Tuesday of the pay week. If a department needs to hold back an employees direct deposit for any reason, they must notify the Finance Department before the transmission is made to the bank.
7. Payroll checks are available to be picked up in the Finance Department by the department head or designee on Wednesday of the pay week.
8. If checks are to be mailed, the Finance Department must be informed ahead of time and will be responsible for mailing on the day before the pay date to ensure timely receipt by the employee.
9. The Department Head is responsible for safe delivery of paychecks to the individual employee. Each department needs to have a protocol for this distribution, which guarantees that the checks are not lost, misplaced or looked at by anyone other than the employee. Although wages are considered public information, deductions are not.

- Department Heads, Boards or Commissions must notify the Finance Department by the Wednesday prior to the payroll week in which a new employee is to be paid. New employees include previous temporary employees whose term had expired.
- All new personnel must obtain a New Employee Packet from the Finance Department. This packet of forms must be completed and returned to the Finance Department before the first paycheck can be generated. The employee should be sent to the Finance Department prior to the first day of work or immediately on the first day in order to establish the new employee in the payroll system.

- No changes can be made to an employee's payroll without proper written authorization and notification to the Finance Department.
- Any type of **separation of service** must be reported to the Finance Department immediately upon discovery so that pay schedules and withholdings can be adjusted to the last day of work. This includes leave of absence, resignation, retirement etc. Employees ending employment with the Town are entitled to certain benefits under Federal and State laws. The Finance Department has the proper notifications and forms to get the required acknowledgments.

- Attendance reports must be submitted weekly with 100% accuracy and properly signed by the Department Head, Board of Committee.
- A quarterly report with sick leave, vacation and personal absences should be provided to each employee.

- There will be zero tolerance for stealing, fraud, or for false reporting of pay or attendance records. This action is grounds for termination.
- Privacy protection regulations as promulgated by HIPPA, primarily related to handling health related information, will be adhered to.

Purchase/ Disbursements

Mass. General Laws Chapter 30B describes the requirements for municipal purchasing of supplies and services. Please refer to the Inspector General's Procurement book for detailed procedures.

- For purchases under \$5,000, "...sound business practices" should be used.
- For purchases between \$5,000 and \$24,999, three phone quotes must be obtained and the Procurement Data Form must be completed. Exempt purchases need procurement forms to show acknowledgment of exemption. For exempt purchases, only one form has to be completed and kept on file for that fiscal year.
- Purchases over \$5,000 must be in the form of a written contract signed by the vendor and Town representative authorized to sign contracts.
- Purchases over \$24,999 must be competitively bid. The Chief Procurement Officer has retained responsibility for monitoring these bids for compliance with Chapter 30B.
- Invoices cannot be paid unless procurement procedures have been properly documented and followed.

- All requests for payments submitted to the Town Accountant must be necessary, reasonable and directly related to the conducting of Town related business. Documents submitted to the Town Accountant which do not have proper authorization or proper supporting documentation will not be processed.
- The Finance Department processes Town bills every other week. All departmental bills should be prepared according to the Procedure for Paying Invoices and submitted to the Town Accountant. Invoices should be processed timely to avoid late charges and to take advantage of any discounts.

TOWN OF WEST NEWBURY
GENERAL PURCHASING PROCESS

- Properly processed invoices must be received in the Finance Department by 12:00 pm on Thursday to be included in the following Wednesday warrant posting. Bills received after the deadlines are not guaranteed to be paid on the current warrant. They will be put on the next weeks warrant unless special arrangements are made with the Finance Department.
- Checks are mailed on the following Wednesday. All checks must be (mailed to the vendor except employee reimbursement checks. Any other exceptions must be approved by the Finance Director or the Town Accountant.

TOWN OF WEST NEWBURY PROCEDURE FOR PAYING INVOICES

1. The invoice is reviewed by the Department Head and submitted to the Finance Department on a Schedule of Departmental Bills Payable. To avoid double payments the Town Accountant (TA) will only process original invoices. Statements, that may contain individual invoices we have already paid, will not be accepted. The TA will verify that footings were calculated correctly.
2. If the purchase is OVER \$5,000 there must be a written contract signed by the vendor and Town personnel. The invoice must be accompanied by a fully executed Procurement Data Form in order to be processed. A copy of all contracts should be maintained and readily accessible in the department and original contracts will be maintained in the Finance Department.
3. All bills being paid must be approved and signed by Department Head or Board Majority. The Schedule of Departmental Bills Payable must be complete.
4. Several bills can be paid on one bill schedule but a separate bill schedule should be done for each account number. When paying more than one invoice to a vendor, the total to be paid to that vendor may be placed on the bill schedule if they are all expensed to the same account number.
5. For new vendors, the Department head or Town Accountant must obtain a FEDERAL IDENTIFICATION OR SOCIAL SECURITY NUMBER on a W-9 Form.
6. The original invoice and one copy must be submitted to the Town Accountant for processing. The copy is to inform the vendor of which invoice we are paying so you only need to copy enough information for them to identify the payment. If they supply a payment stub, you don't need to copy any other paperwork as long as you don't write pertinent information on the payment stub.

FISCAL YEAR

Department:
Account:
Date:

**TOWN OF WEST NEWBURY SCHEDULE OF
DEPARTMENTAL BILLS PAYABLE**

Accounting Use Only
Warrant No.

Date:

Account Number	Vendor Number	Vendor Name	Payment Amount	Vendor Subtotal	Invoice Date
				0.00	
<p>1 (we) hereby certify that all goods, materials, and (or) services have been received, and have been purchased in compliance with Massachusetts General Laws.</p>			TOTAL DUE	\$0.00	\$0.00

Board or Committee Approval

Department Head Signature

TOWN OF WEST NEWBURY PROCUREMENT DATA FORM

Use this form for the purchase of supplies and services from \$5,000 to \$24,999. The original of this form, the contract between Town & Vendor and any supporting pages must be filed with the Town Accountant. The minimum requirement of Chapter 30B is requesting three quotes, telephone or written. The Town Accountant will not process a payment unless this approved form is submitted with the original invoice requesting payment.

Name _____

Today's Date _____

(Person completing this form)

VENDOR AWARDED DATE AWARDED DOLLAR AMOUNT AWARDED

SPECIFICATIONS- Description of goods or services to be purchased (Attach additional pages wherever necessary)

BIDDERS- Include name of contact,
phone number, city and state

Responsive?
Yes No

Final quoted bid price

1) _____

Explain if No_

(Explain on back of form or attach additional pages wherever necessary)

2) _____

Explain if No_

3)_

Explain if No_

4).

Explain if No_

EXEMPTION FROM 30B— Explain — If applicable, you must include the state bid contract number, collaborative bid organization or name of agency, contact person, phone number.

(Sole source, library books, intergovernmental contracts, emergencies that would endanger health and safety of people or property, job related training, insurance, lawyers, designers, public accountants, deputy tax collector services, health care services, snowplowing, towing services, bank services, real estate, solid waste collection/disposal, required advertisements, purchases with gift or trust money.)

APPROVAL— I certify that I am not aware of any violations of Chapter 268A (ethics issues) regarding this procurement. I am not aware of any potential conflict of interest that I have not disclosed.

Signature - Officer completing this form

Town Accountant cannot pay in voices without a written contract unless there is a state or collaborative bid contract.

TOWN OF WEST NEWBURY EMPLOYEE EXPENSE REIMBURSEMENT PROCEDURE

1. Employees must complete the Employee Expense Report per Section 8.1 and 8.2 of the Personnel Policy to be reimbursed for out of pocket expenses. Include the date of payment, to whom the payment was made, the purpose of the expenditure and the amount.
2. ORIGINAL INVOICES OR SALES SLIPS must be attached to avoid duplicate payment at a later date.
3. Employees should use the town's tax exempt number when making purchases for the town so that sales tax will not be charged.
4. Seminar, conference and tournament reimbursements must be accompanied by the brochure, invitation or portion of paperwork showing the conference description, cost and person(s) attending. Also, a copy of a canceled check, front and back, a paid receipt with the company name and amount, a charge card receipt or certificate of completion must be submitted to evidence payment in full and/or acknowledge attendance.
5. Mileage reimbursement must be detailed on a Travel Reimbursement Form describing each destination and the number of miles.
6. Include these documents on a bill schedule and submit for payment through the regular invoice payment process.

TOWN OF WEST NEWBURY
EMPLOYEE EXPENSE REPORT

Name
Department
Account

Date	Explanation	Amount
		Total

Employee Signature

ATTACH RECEIPTS FOR ANY EXPENSES OVER \$10.00

- At June 30 each year, the Town Accountant must record encumbrances and accounts payable to reflect all transactions of the operating budget of that fiscal year. The operating budget should be the amount needed to run a department for one year.
- Each Department Head is responsible for keeping track of encumbrances.

- Invoices for accounts payable can be submitted for payment through July 15th of the following fiscal year. By the fourth Friday of July a detailed list of goods received or services performed prior to June 30, but not paid as of July 15th, must be submitted to the Finance Department.
- The detailed list of encumbrances and accounts payable must include the account number, the balance available in the account before any encumbrances, the vendor name, description of purchase or project, and the dollar amount.

DEFINITION OF ENCUMBRANCE

- An encumbrance is a commitment to expend funds for unperformed contracts for goods and services. The commitment must be evidenced by an order, procurement form or written contract between the Town and a vendor. End of year encumbrances usually occur because goods have not been delivered or the services of a contract have not been completed by June 30th of the fiscal year in which the contract was signed.
- Encumbrances cannot be used for an undetermined liability that might occur in the future because of something that happened in this fiscal year.

DEFINITION OF ACCOUNTS PAYABLE

- Accounts payable differs from encumbrances in that the goods have been received or the service has been performed prior to June 30th, but the invoice has not been received in time to process in the final warrant of the fiscal year. Typically, this is clearly reflected on the invoice since invoices usually specify the dates of service or delivery.

**TOWN OF WEST NEWBURY GENERAL
YEAR END ENCUMBRANCE PROCESS**

ADJUSTMENTS TO EXPENSE ACCOUNTS

If it is determined that an adjustment must be posted to the accounting system for any reason, (e.g. an invoice has been posted to an incorrect account #) a memo should be sent to the Town Accountant requesting a correction. The request must include the original account number, the corrected account number, the amount and other reasonable documentation (e.g. copy of the invoice etc.)

MANUAL CHECKS

A manual check can only be written in an emergency (a sudden, unforeseen happening which requires action to correct or to protect lives and property) or when the amount is unknown until just before needed. If a situation arises where a check is immediately needed to pay for goods or services, arrangements may be made with the approval of the Finance Director.

EMPLOYEE REIMBURSEMENT

PURPOSE

To mitigate opportunities for fraud, waste, and abuse, the Town must properly monitor and control reimbursements to employees and officials. This policy establishes rules governing reimbursements for legitimate business-related expenses, including necessary travel expenses incurred in performing official duties. It also provides guidelines for determining reasonable travel-related expenses and details the procedures, forms and documentation necessary to receive reimbursement.

APPLICABILITY

This policy applies to all elected and appointed officials and employees (all referred to here as “employees”).

POLICY

The Town will reimburse employees for reasonable expenses incurred on the Town’s behalf as authorized by their department heads, boards, or committees.

Travel shall be restricted to necessary activities that provide a public benefit, such as training, professional conferences, and other municipal-related activities. All travel on Town business shall be planned for using the most economical mode and class of transportation reasonably available and the most direct and time-efficient route. Employees will travel using government and group rates when available. The Town will not reimburse or pay sales tax but will, however, pay meals and room excise taxes.

Business-related expenses, such as office supplies, should be procured through the Town’s vendors and billed directly to the Town as much as feasible. Whenever this is not possible, the purchase must be made with the department head’s approval.

When this policy is not followed, there is no guarantee that all expenditures will be reimbursed. Employees should determine estimates for their travel costs, discuss any extraordinary circumstances and expenses with their department heads, and obtain their authorizations in advance.

A. Unauthorized Expenses

The following expenditures will not be reimbursed:

- Alcoholic beverages and tobacco
- Massachusetts sales tax
- Costs associated with any political or charitable event
- Flowers or other gifts for employees or others
- Expenses incurred by or on behalf of any person who is not a Town employee who accompanies the employee on official business
- Expenses incurred for the sole benefit of the traveler, such as valet service, entertainment, laundry services, etc.
- Theft, loss, or damage to personal property while on Town business
- Non-mileage-related personal automobile expenses, including repairs, insurance, gasoline, and traffic citations

The Town Accountant may refuse to approve for payment any claim deemed to be fraudulent, unlawful, or excessive. In that instance, the Town Accountant will file a written statement of the reason for refusal with the Treasurer/Collector and forward copies to the Town Manager and the originating department head. Resolution of all disputes shall reside with the Town Manager.

B. Travel Expense Categories

Transportation

- Employees authorized to travel using their personal vehicle will be reimbursed at the mileage reimbursement rate established yearly by the Internal Revenue Service (IRS) or, for union employees, the rate established in their particular contractual agreement.
- Mileage will be calculated starting from the employee's office location or residence to the destination point, whichever distance is shorter.
- Employees must present receipts to be reimbursed for parking, tolls, airfares, taxi fares, and, when using a Town-owned vehicle, fuel charges.

Lodging

- If travel requires an employee to be away from home for more than 24 hours, he or she will be reimbursed for reasonable charges for lodging expenses.
- Lodging expenses must not exceed the group rate published by the conference or activity sponsor. If the sponsor's group rate is not available when booking, the Town will reimburse for lodging costs comparable in location and quality and reserved at the lodging's government or group rate, whenever that is available.
- The Town will reimburse for only one night preceding any conference.

Meals

- If travel requires an employee to be away from home for more than 24 hours, he or she will be reimbursed for reasonable charges for meal expenses.
- Meal costs, including tips and taxes, incurred during the course of approved travel will be reimbursed only upon presentation of itemized receipts. If the receipt is for multiple employees, they should be listed on the back of the receipt.
- Meals included in registration costs cannot be claimed for reimbursement or advance.
- Under no circumstance will the total meals reimbursement exceed the Town's per diem rate of [\$40].

Registrations

- Whenever possible, registration fees for any conference or workshop should be paid in advance through the Town's accounts payable warrant process. To pay advance registrations timely, the registration bill must be received in the Town Accountant no later than [two full weeks] prior to the registration deadline.
- If registration is not paid in advance, the employee must pay out-of-pocket and then submit for reimbursement.

Incidentals

- Incidentals must be paid by the traveler and submitted for reimbursement when finalizing the Employee Expense Reimbursement Report. Receipts are required for all miscellaneous, unanticipated expenses.

C. Other Expense Categories**Business and Office Supplies**

- All purchases made on behalf of the Town must be necessary, reasonable, and appropriate.
- Business-related special postal services or delivery services that are not available through the Town will be reimbursed.
- Employees must obtain department head approval prior to incurring expenses for any business or office supplies.

Training

- Approved training that is not prepaid by the Town will be considered a reimbursable business expense.

D. Reimbursement Submission

Every claim for travel and other reimbursement must be documented using an Employee Expense Reimbursement Report signed by the employee and the authorizing department head. Required information on the report includes: the travel or purchase date(s), purpose, amount(s), and total business-related mileage (as applicable). Except for mileage, the employee must attach to the report a receipt or other valid proof of payment for each reimbursement claim.

Employees should submit for reimbursement as soon as the travel has concluded or the expense has been paid, but at maximum, no later than 30 days after the expenses being incurred. If an employee does not submit the Employee Expense Reimbursement Form and accompanying receipts or other necessary documentation within that time, he or she may be personally responsible for the expenses.

E. Violations

Employees who violate this policy will be held directly responsible for their actions. Consequences may include revocation of travel privileges, reparatory payments, suspension, or termination. Improper documentation of otherwise valid travel expenditures creates the appearance of fraud, waste, or abuse and may result in similar consequences. Moreover, misrepresenting expenses and intentionally submitting false claims are fraudulent and could result in criminal penalties.

F. Audit

All expenses are subject to verification that they comply with this policy and to audit by the Town's independent auditor.

REFERENCES

[M.G.L. c. 41, §52](#)

[M.G.L. c. 44, §58](#)

[M.G.L. c. 268A, § 3](#)

IRS webpage, [Standard Mileage Rates](#)

EFFECTIVE DATE

This policy was adopted on [date].

FINANCIAL MANAGEMENT POLICIES AND OBJECTIVES

OVERVIEW

It is the policy of the Town of West Newbury that financial management will be conducted with the objectives of providing municipal service in an efficient, effective and economical manner that aligns with public policy goals as set forth by the Board of Selectmen.

The purpose of this Financial Policy is to establish guidelines and protocols for Town operations that will result in effective management of revenues and expenditures. These guidelines are intended to be used by the Board of Selectmen, the Finance Director and other stakeholders in preparing budgets and by the Finance Committee in reviewing and recommending budgets.

The Financial Policy is intended to be flexible enough to accommodate changing social and economic conditions. The Board of Selectmen should review these guidelines annually, in consultation with the Finance Director and/or the Finance Committee and make adjustments as necessary.

To help ensure the Town's sound financial stewardship, an established program of managing the Town's finances becomes essential. To this end, the Board of Selectmen seeks to develop and implement policies and procedures that are financially prudent and in the Town's best economic interest. The Board of Selectmen should promulgate these Financial Policies consistent with its responsibilities as the Executive Branch of Town Government. This policy is intended to address both the current year activities and establish prudent long-term financial planning.

In adherence to this policy, the Town shall pursue the following objectives:

1. establish an effective system of financial management
2. set forth operational principles that minimize the cost of government to the extent consistent with the desired level of services for the residents of the Town;
3. develop a long-term operating and capital plan with clearly defined goals;
4. establish priorities for financial planning and the allocation of resources;
5. ensure that financial management within the Town conforms to generally accepted accounting principles;
6. provide increased public confidence in West Newbury's financial management and minimize financial risks;
7. protect and enhance the Town's credit rating and prevent default on any municipal debts;
8. provide safeguards to ensure the quality and integrity of the Town's financial systems.

TOWN OF WEST NEWBURY FINANCIAL MANAGEMENT POLICIES AND OBJECTIVES

In order to achieve the above objectives, the Board of Selectmen adopt the following policies:

A. GENERAL ADMINISTRATION

The Selectmen strive to establish an effective system of financial management, including a division of duties with appropriate oversight and documented lines of responsibility. The Selectmen seek to initiate the following actions:

1. Monthly, the Finance Director will provide to the Board of Selectmen, a current report of the Town's actual expenditures and revenues received.
2. Furthermore, the Finance Director, Board of Selectmen and Finance Committee shall conduct a review of the fiscal year expenditures and revenues prior to closure of the warrant for the Special Town Meeting. This review would allow time for remedial action, as needed, to meet the current fiscal year annual budget.
3. All contract negotiations must be either completed or appropriately encumbered in the budget (in the Finance Committee Reserve account) and presented at the Annual Town Meeting. Prior to signing any contractual obligation, the Selectmen will ensure that sufficient funding is available to meet the current and future terms of the contract.
4. The Tax Collector will pursue an average collection rate of at least 95 percent of the current levy.

B. ACCOUNTING, AUDITING AND FINANCIAL PLANNING

1. The Town will utilize accounting practices that conform to Generally Accepted Accounting Principles as set forth by the Government Accounting Standards Board.
2. An annual audit will be performed by an independent public accounting firm and the audit report and Management Letter will be provided to the Selectmen.
3. The Finance Director will provide a rolling three-year forecast of revenues and expenses each fiscal year.

C. GENERAL BUDGETING PRINCIPLES

1. Budgeted expenses will not exceed anticipated revenues.
2. Operating revenues will be used to fund operating expenses. This protects the Town from large fluctuations in service levels and avoids budget problems. It also allows the town to balance its budget on a current basis, adequately fund its reserves for emergencies and have sufficient liquidity to pay bills while avoiding short term borrowing.
3. Debt will not be used to fund operating expenditures. However, debt with a maturity of no more than 90 days may be used to fund an unanticipated shortfall in revenue collections.

**TOWN OF WEST NEWBURY FINANCIAL MANAGEMENT
POLICIES AND OBJECTIVES**

4. The snow and ice budget should be maintained at 75% of the preceding five year average of actual expenses.
5. The amount the Town has in its reserve balances plays a major role in the Town's bond rating. The annual budget shall include an appropriation to the Stabilization Fund. This amount will be projected annually by the Capital Improvements Committee and reflects the dollar amount required to maintain their Asset Replacement Schedule. Subsidies from Free Cash may be considered as necessary.
6. An annual appropriation will be made to the Other Post Employment Benefits Trust Fund with the intention of fully funding our obligation. Subsidies from Free Cash may be considered as necessary.
7. Reserves will not be used to fund recurring budget items. Appropriate uses might include costs related to a natural disaster or calamity, an unexpected liability created by federal or state legislation, immediate public safety or health needs, opportunities to achieve long-term cost savings, or planned capital investments and related debt service.
8. Once certified, 10% of free cash shall be allocated to the Stabilization Fund, at the next **Special Town Meeting. The balance shall be retained in Free Cash to assist the Town with managing unforeseen expenditures. The Free Cash balance will be maintained at no less than 5% of general fund revenues.**
9. The Finance Committee Reserve Fund should be maintained to provide for the Town's unplanned needs to be expended at the discretion of the Finance Committee.
10. Assets will not be liquidated to fund operating expenses. Non-recurring revenues from asset dispositions will be placed in the Stabilization Fund.
11. Charges for services shall be examined annually and adjusted as deemed necessary to respond to changes in the cost of services, e.g. permit fees should be adequate to recover individual departments' costs.
12. An adequate level of maintenance and replacement that falls beneath the Capital Expenditure threshold of \$10,000 or the useful life of 5 years will be funded from the general fund operational budget each year to insure that all capital facilities and equipment are properly maintained. Budgets for maintenance and repair will be reviewed annually and compared to actual expenditures to ensure the adequacy of these line items.
13. The Town will avoid budgetary procedures that balance current expenditures at the expense of meeting future year's expenses such as delaying expenditures until the next fiscal year or rolling over short-term debt.

**TOWN OF WEST NEWBURY FINANCIAL MANAGEMENT
POLICIES AND OBJECTIVES**

14. No action shall be taken on a capital purchase without a recommendation from the Capital Improvements Committee. The Finance Committee will consult with the Capital Improvements Committee prior to making its recommendation.
15. All invested funds are to be placed at the highest possible rate, taking into account the safety, liquidity and yield. The Town's investment activities will be managed by the Finance Director with the intention of investing all collected balances to the maximum extent possible while making the security of the principal the main priority.

D. GENERAL OBLIGATION DEBT

The use of long-term debt allows the Town to address major infrastructure and equipment needs by spreading the cost of large capital projects over several years. However, long-term debt establishes a fixed obligation for many years. Great care and planning must be taken when incurring long-term debt to avoid placing a strain on future revenues. The purpose of this policy is to establish guidelines governing the use of long-term debt.

Debt for municipalities can be paid for within an operating budget or outside an operating budget by means of a debt exclusion. Unlike debt that is issued within the limits of proposition 2/4, the debt exclusion raises funds for a limited period of time to fund specific projects. Funds raised from the debt exclusion are in addition to the Town's levy limit.

Debt exclusions allow a community to raise the amount of annual debt service required to fund a capital item until such item is paid in full. After the debt is retired on a capital item, the funds are no longer raised from the tax base. Debt exclusions do not have limits according to state law. However, the overall tax burden on residents should be considered.

Borrowing should not be considered without first examining all other funding options, such as grants, low or zero interest loans from state, federal or local agencies or other available funds.

Because of the foregoing it is recommended that:

1. Long-term debt will not exceed the expected useful life of the asset being financed. Long-term debt should not be incurred without a clear identification of its financing sources;
2. The Town will establish and maintain at least a five (5) year Capital Asset Replacement Schedule including all proposed projects and major pieces of equipment that may require debt financing. The Town's long-term debt strategies will be structured to reflect its capital needs and ability to pay;
3. Annual debt service should not exceed 10% of the annual operating budget. This debt limit is exclusive of debt raised via the debt exclusion;
4. The Town will maintain a long-term debt schedule so that at least 50 percent of total outstanding debt service requirements will be paid within ten years.

**TOWN OF WEST NEWBURY FINANCIAL MANAGEMENT
POLICIES AND OBJECTIVES**

E. REVOLVING AND ENTERPRISE FUNDS

The Town shall establish and maintain revolving and enterprise funds pursuant to MGL Chapter 44, Section 53D and 53EV2 and Chapter 44, Section 53FV4, respectively. Fees and charges for revolving and enterprise funds shall be designed to generate sufficient revenues to support the full cost (direct and indirect) of operations. Fees should be reviewed and adjusted annually in relation to the cost of providing the service.

F. GIFTS AND GRANTS

1. All grants shall be managed to comply with the laws, regulations and guidance of the grantor and all gifts and donations shall be managed and expended according to the wishes and instructions of the donor.
2. All gifts and grants shall be evaluated for suitability and consistency with Town policies. A letter shall be received from the donor as to the requested use of the funds. The Town Accountant shall place all funds within a specific account for the designated purpose.

G. TRUST FUND MANAGEMENT

It is the policy of the Town of West Newbury that trust fund management be consistent with the legal requirements, including Town by-laws and the spirit of each respective trust document and, to the maximum extent possible, to fulfill the purpose the trusts were intended to achieve.

Trust fund management will be conducted with the primary objectives of:

1. Conformance to each trust document's specified purpose, legal requirements, and administrative guidelines;
2. Maintenance of security of trust funds and investments;
3. Maximization of total return for each trust fund;
4. Efficient disbursement of funds on an equitable basis;
5. Effective collection of all monies due.

FINANCIAL POLICIES

FINANCIAL GOALS AND OBJECTIVES STATEMENT

All current operating expenditures will be paid for with current operating revenues.

This will allow the town to balance its budget on a current basis, adequately fund its reserves for emergencies and have sufficient liquidity to pay bills while avoiding short-term borrowing.

Free Cash will be maintained at 5% of general fund revenues (as a minimum).

The Free Cash balance is an indicator of the financial well-being of a community. A negative balance means that a town is spending more on an annual basis than it is collecting in revenues. This goal is a widely accepted measure of strong financial planning and is a factor in West Newbury's bond rating. It is also important to note that Free Cash balances in excess of this goal should only be appropriated for non-recurring expenditures.

Annual budget will include an appropriation to the Stabilization Fund.

This amount will be updated annually by the Capital Improvements Committee and reflects the dollar amount required to maintain their Asset Replacement Schedule.

The town has a tremendous amount invested in our capital assets i.e. buildings, infrastructure and equipment. This funding source allows us to maintain these assets.

All fees and user charges (including water rates) will be reviewed on an annual basis.

In order to continue to provide these services without burden on the property tax, these fees should be reviewed and adjusted appropriately. Rates for water services should be set at a level to provide for a self-supporting operation.

All invested funds are to be placed at the highest possible rate, taking into account the safety, liquidity and yield.

The town's investment activities will be managed by the Financial Director with the intention of investing all collected balances to the maximum extent possible while making the security of principal the main priority.

6. The town will aggressively pursue the collection of all outstanding receivable balances.

7. The Town will have an independent audit performed on an annual basis.

RESERVE POLICIES

Budget Reserve

To respond to extraordinary and unforeseen financial obligations, an annual budget reserve called the Reserve Fund shall be maintained under the provisions of MGL Chapter 40, Section 6. The funding level shall be an amount equivalent to *1/2%* of the prior year's net revenue. Any unexpended balance at the end of the fiscal year will become a component of Free Cash; no fund balance may be maintained.

Free Cash

Free Cash shall be maintained for reserves and for capital expenditures.

- Free Cash shall be used to fund the Stabilization Fund at a level equivalent to (at least) 3% of the prior year's net revenue. If the Fund were drawn down in the immediate prior fiscal year, then an allocation shall be made to the Fund in an amount at least equivalent to the draw-down of the prior fiscal year.
- Free Cash shall be used to augment other reserves such as the Post-Retirement Benefits Trust Fund or any other unfunded liability.
- Free Cash shall be used for capital outlays or other "one time" expenditures.

3. Stabilization Fund

A Stabilization Fund shall be maintained, under the provisions of MGL Chapter 40, Section 5B.

- The target funding level for the Fund shall be an amount equivalent to 3% of the Town's prior year's net revenue. The Fund shall be funded in the manner set out below:
 1. Funding from Property Tax Levy - an amount equal to or more than the previous year's appropriation shall be allocated from the Property Tax Levy to the Stabilization Fund annually.
 2. Funding from Free Cash - the difference between the Property Tax appropriation and the amount needed to fully fund the Stabilization Fund. In order to replenish the Stabilization Fund if used, an amount at least equivalent to the draw down shall be deposited into the fund annually.
- The Stabilization Fund may only be used under the following circumstances
 1. To fund capital projects on a pay-as-you-go basis; these projects must meet the Capital Improvements Committee bylaw requirements. The project must cost at least \$10,000 and have a useful life of more than 5 years.
 2. To support the operating budget when Net Operating Revenues increase less than 3% from the prior fiscal year.
- This level of use of the Stabilization Fund shall be limited to the following:
 1. When funding capital projects, on a pay-as-you-go \$XX,XXX.XX may be drawn down from the fund in any fiscal year.
 2. When supporting the operating budget, the amount drawn from the fund shall be equal to the amount necessary to bring the year-over-year increase in the Town's prior year net revenue to 3%.

4. Post-Retirement Benefits Trust Fund

Established by Chapter 479 of the Acts of 2008, this fund shall be maintained to offset anticipated costs of post-retirement benefits of retired employees.

- The target funding level for the Fund shall be an actuarial valuation which to be updated every three years. The Fund shall be funded in the manner set out below.
 1. Funding from Property Tax Levy – an amount equal to or more than the previous year's appropriation shall be allocated from the Property Tax Levy to the Post Retirement Benefits Trust Fund annually.
 2. Funding from Free Cash - the differences between the Property Tax appropriation and the amount needed to fully fund the annual; Allocation of **Principal Valuation Results** schedule.
- The Water Enterprise Fund will support the other post- employment benefits attributable to their employees.

OPERATING BUDGET POLICIES

1. **The annual budget will be balanced.**

The Finance Director will submit a balanced budget annually to the Board of Selectmen for action.
2. **Adequate funding of reserves is a priority.**
3. **Maintaining a stable annual tax burden will be considered when evaluating all requests.**
4. **Maintaining a level debt service appropriation is preferable.**

CAPITAL BUDGETING POLICIES

1. **An Asset Replacement Schedule will be prepared and updated annually.**

This extended plan will allow for the town to make capital improvements from current revenues whenever possible. This plan intends to minimize maintenance and replacement costs while protecting the town's capital investments.
2. **The annual operating cost of a proposed capital project will be identified before the issuance of long-term debt is recommended.**
3. **All capital projects should identify the impact on property tax limitations.**

- Projects funded with current tax revenues should identify the impact on the annual operating budget.
- Projects funded through the issuance of debt service within the limitations of Proposition 2 ½ should make note of the impact on the operating budget.
- Projects funded through a "Debt Exclusion Override" should identify the impact on the average annual tax bill.
- "Capital Exclusions" should also identify the impact on the average annual tax bill.

DEBT MANAGEMENT POLICIES

1. General fund debt service will not exceed 10% of general fund revenues.

This benchmark provides a policy to apply to new projects and the growth of revenues to finance such projects.

2. Long-term borrowing shall be limited to capital projects.

3. Debt will be reviewed annually for consideration for refunding

4. All debt service issued will have a financing source identified

A revenue source should be clearly identified before authorizing the issuance of any additional debt. Any impact on the operating budget of the town should be explained

OFFSET RECEIPTS AND ENTERPRISE FUNDS

1. The Town shall establish and maintain offset receipts and enterprise funds pursuant to MGL Chapter 44, Section 53, whenever possible.

This will ensure annual operation and maintenance needs are met and such services are financed in an equitable manner.

2. Ongoing routine, preventive maintenance should be funded on a pay-as-you-go basis.

3. All offset receipts and enterprise funds shall maintain a working capital reserve, which is equivalent to 30 days of budgeted operations and maintenance expense.

4. Rates for offset receipts and enterprise funds shall be designed to generate sufficient revenues to support the full cost (direct and indirect) of operations and debt and to ensure adequate and appropriate levels of working capital.

Fees should be reviewed annually in relation to the cost of providing the service.

FINANCIAL RESERVES

PURPOSE

To help the Town stabilize finances and maintain operations during difficult economic periods, this policy establishes prudent practices for appropriating to and expending reserve funds. With well-planned sustainability, West Newbury can use its reserves to finance emergencies and other unforeseen needs, to hold money for specific future purposes, or in limited instances, to serve as revenue sources for the annual budget. Reserve balances and policies can also positively impact the Town's credit rating and consequently its long-term cost to fund major projects.

APPLICABILITY

This policy pertains to short- and long-range budget decision making duties of the Board of Selectmen, Town Manager, Finance Committee, and Water Commission. It also applies to the related job duties of the Town Accountant and Board of Assessors.

POLICY

The Town is committed to building and maintaining its reserves so as to have budgetary flexibility for unexpected events and significant disruptions in revenue-expenditure patterns and to provide a source of available funds for future capital expenditures. The Town will strive to maintain overall general fund reserves in the level of [10 to 15] percent of the annual operating budget. Adherence to this policy will help the Town withstand periods of decreased revenues and control spending during periods of increased revenues. There are multiple types of reserves, including free cash, stabilization funds, retained earnings, and overlay surplus.

A. Free Cash

The Division of Local Services (DLS) defines free cash as "the remaining, unrestricted funds from operations of the previous fiscal year, including unexpended free cash from the previous year." DLS must certify free cash before the Town can appropriate it.

To generate free cash, the Town Manager will propose budgets with conservative revenue projections, and department heads will carefully manage their appropriations to produce excess income and budget turn backs. As much as practicable, the Town will limit free cash appropriations to the spring annual and special town meetings for the purpose of funding one-time expenditures (such as capital projects, snow and ice deficits, or emergencies).

The Town shall set a goal of maintaining its year-end unappropriated free cash balance in the range of [three to five] percent of the annual general fund budget. The Town will appropriate any excess above this target range to build reserves or offset unfunded liabilities.

B. Stabilization Funds

A stabilization fund is a reserve account allowed by state law to set aside monies to be available for future spending purposes, including emergencies or capital expenditures, although it may be appropriated for any lawful purpose. The Town has established [five] stabilizations as detailed below. All of them are accounted for and reported as trust funds, regardless of authorized use.

General Stabilization: The Town will endeavor to maintain a minimum balance of [seven to ten] percent of the current general fund operating budget in its general stabilization fund. Withdrawals from general stabilization should only be used to mitigate emergencies or other unanticipated events that cannot be supported by current general fund appropriations. When possible, any withdrawal of funds should be limited to the amount available above the [seven] percent minimum reserve target level. If any necessary withdrawal drives the balance below the minimum level, the withdrawal should be limited to [one-third] of the general stabilization fund balance. Further, the Town Manager and Town Accountant will develop a detailed plan to replenish the fund to the minimum level within the next two fiscal years.

Special Purpose Stabilization Funds: The Town currently has [four] special purpose stabilization funds. Three are detailed below and the fourth in the next section, C. Retained Earnings.

[Capital Improvement Stabilization Fund: The Town will appropriate annually to this fund so that over time it achieves a target balance sufficient to cover the Town's cash outlay for capital. The fund's target balance shall be [15 to 20] percent of the Town's annual operating budget.]

School Building Stabilization Fund: At a minimum, the Town will annually appropriate the amount of the current year's retired debt to this fund until such time that the target balance is sufficient to cover capital cash outlays for the school building and mitigate future debt service.

Retirement Stabilization Fund: The Town will annually appropriate or transfer from available funds a target of [10] percent of the annual Essex Regional Retirement System pension assessment to this fund to offset future pension liabilities.

C. Retained Earnings

The Water Department's finances are managed under an enterprise fund, separately from the general fund, which allows the Town to effectively identify the utility's true delivery costs—direct, indirect, and capital—and set user fees at a level sufficient to recover them. Under this accounting, the Town may reserve the water operation's generated surplus (referred to as retained earnings) rather than closing the amount to the general fund at year-end.

For the water enterprise fund, the Town will maintain a minimum reserve amount of [20] percent of the operation's total budget to be used for rate stabilization. Retained earnings in excess of the [20] percent target will be reserved in the water stabilization fund to prepare for capital and major infrastructure improvements. To maintain the target reserve level for the enterprise fund requires the Water Commissioners to periodically review, and when necessary, adjust user rates.

Note: If Town Meeting ever votes to change the purpose of the water stabilization fund or to revoke it, any fund balance acquired through water enterprise revenues must be retained in the enterprise fund.

D. Overlay Surplus

The overlay is a reserve the Town uses to offset uncollected property taxes and other unrealized revenue resulting from property tax abatements and exemptions.

At the conclusion of each fiscal year, the Board of Assessors will submit to the Town Manager and Town Accountant an update of the overlay reserve with data that includes, but is not limited to, the gross balance, potential abatement liabilities, and any transfers to surplus. If the balance exceeds the amount of potential liabilities, the Board of Selectmen may request the Board of Assessors vote to declare those balances surplus and available for use in the Town's capital improvement plan or any other one-time expense.

REFERENCES

[M.G.L. c. 40, § 5B](#)

[M.G.L. c. 59, § 25](#)

[M.G.L. c. 44, § 53F½](#)

West Newbury Capital Planning policy

DLS Best Practices: [Free Cash](#) and [Special Purpose Stabilization Funds](#)

DLS Departmental Procedure Manual: [Enterprise Funds](#)

DLS Informational Guideline Releases 17-20: [Stabilization Funds](#) and 17-23: [Overlay and Overlay Surplus](#)

Government Finance Officers Association Best Practices: [Fund Balance Guidelines for the General Fund](#) and [Working Capital Targets for Enterprise Funds](#)

EFFECTIVE DATE

This policy was adopted on [date].

FORECASTING

PURPOSE

To assess the range of choices available to budget decision makers when determining how to allocate resources, this policy establishes guidelines for evaluating revenue sources and the requirement to determine an expenditure strategy as part of the annual budget process and longer range fiscal planning. Forecasting helps local officials understand the long-range implications of pending near-term decisions.

APPLICABILITY

This policy applies to the Board of Selectmen, Town Manager, and Finance Committee in their budget analysis and decision-making responsibilities. It also applies to the job duties of the Town Accountant and the managers of all revenue-generating departments, including the Water Department.

POLICY

A. Revenue Guidelines

The Town will continuously seek to diversify its revenue to improve the equity and stability of sources. Each year and whenever appropriate, the Town will reexamine existing revenues and explore potential new sources. A balance will be sought between elastic and inelastic revenues to minimize any adverse effects caused by inflation or other economic changes. Additionally, intergovernmental revenues (e.g., local aid, grants) will be reviewed annually to determine their short- and long-term stability in order to minimize detrimental impacts.

The Town will avoid using one-time revenues to fund ongoing or recurring operating expenditures. These one-time revenue sources can include, but are not limited to, free cash, overlay surplus, sale of municipal assets, legal settlements, insurance proceeds, and gifts. Additionally, the Town hereby establishes the following priority order when appropriating one-time revenues:

- [Snow and ice deficit]
- [General stabilization fund]
- [School building stabilization fund]
- [Pension liability stabilization fund]
- [Capital stabilization fund]
- [Cash capital budget]
- [OPEB Trust Fund]
- [Other]

Economic downturns or unanticipated fiscal stresses may compel reasonable exceptions to the use of one-time revenue. In such cases, the Town Manager, in consultation with the Town Accountant, can recommend to the Board of Selectmen its use for operational appropriations. Such use will trigger the Town Manager to develop an action plan with the Town Accountant to avoid continued reliance on one-time revenues.

State laws impose further restrictions on how certain types of one-time revenues may be used. The Town will consult the following General Laws when the revenue source is:

- Sale of real estate: [M.G.L. c. 44, § 63](#) and [M.G.L. c. 44, § 63A](#)
- Gifts and grants: [M.G.L. c. 44, § 53A](#) and [M.G.L. c. 44, § 53A½](#)

This policy further entails the following expectations regarding revenues:

- The Assessing Department will maintain property assessments for the purpose of taxation at full and fair cash value as prescribed by state law.
- Town departments that charge fees will annually review their fee schedules and propose adjustments when needed to ensure coverage of service costs.
- The Building Inspector will notify the Town Manager of any moderate-to-large developments that could impact building permit volume.
- Department heads will seek out all available grants and other aid and will carefully consider any related restrictive covenants or matching requirements (both dollar and level-of-effort) to determine the cost-benefit of pursuing them.
- Revenue estimates will be adjusted throughout the budget cycle as more information becomes available.
- To the extent feasible, the Board of Water Commissioners will set water rates sufficient to cover all fiscal year operating and capital improvement costs so as to minimize any general fund subsidies.

B. Expenditure Guidelines

Annually, the Town will determine a particular budget approach for forecasting expenditures, either maintenance (level service), level funded, or one that adjusts expenditures by specified increase or decrease percentages (either across the board or by department). A maintenance budget projects the costs needed to maintain the current staffing level and mix of services into the future. A level-funded budget appropriates the same amount of money to each municipal department as in the prior year and is tantamount to a budget cut because inflation in mandated costs and other fixed expenses still must be covered.

Under any chosen approach, expenditure projections will include potential cost-of-living adjustments to account for the impact of future contract settlements and compensation plan increases.

C. Financial Forecast Guidelines

To determine the Town's operating capacity for each forthcoming fiscal year, the Town Manager, with the Town Accountant's assistance, will annually create a detailed budget forecast, including a five-year projection of revenues and expenditures for all operating funds. These forecasts will be used as planning tools in developing the following year's operating budget and the six-year capital improvement plan. The Town Manager will provide the forecasts to the Finance Committee and Board of Selectmen for use in their budget decision making.

To ensure the Town's revenues are balanced and capable of supporting desired levels of services, forecasts for property taxes, local receipts, and state aid will be conservatively based on historical trend analyses and will use generally accepted forecasting techniques and appropriate data. To avoid potential revenue deficits, estimates for local receipts (e.g., inspection fees, investment income,

license fees) should generally not exceed [90] percent of the prior year's actual collections without firm evidence that higher revenues are achievable.

Additionally, the Town's forecast model should assume that:

- The Town's current level of services will provide the projected baseline.
- Property taxes (absent overrides) will grow at the limits of Proposition 2½.
- New growth will be projected conservatively, taking into account the Town's three- to five-year average by property class.
- Local receipts and state aid will reflect economic cycles.
- Historical trends in the growth of specific operating expenses and employee benefits will prevail.
- Debt service on existing debt will be paid, and the Town's Capital Planning and Debt Management policies will be followed.
- Annual pension contributions and appropriations to amortize other postemployment benefit liabilities will continue.
- Reserves will be built and maintained in compliance with the Town's Financial Reserves policy.
- The Water Department will reimburse the general fund for indirect costs.

REFERENCES

[M.G.L. c. 44, § 20](#)

[M.G.L. c. 44, § 53A](#)

[M.G.L. c. 44, § 53A½](#)

[M.G.L. c. 44, § 63](#)

[M.G.L. c. 44, § 63A](#)

West Newbury policies on Capital Planning, Debt Management, Financial Reserves, Grant Management, and Indirect Cost Allocation

DLS Best Practice: [Revenue and Expenditure Forecasting](#)

DLS Informational Guideline Release 17-21: [Borrowing](#)

Government Finance Officers Association article: [Structuring the Revenue Forecasting Process](#)

EFFECTIVE DATE

This policy was adopted on [date].

GRANT MANAGEMENT

PURPOSE

To ensure West Newbury efficiently and appropriately manages its grant-funded programs, this policy sets a framework for evaluating grant opportunities, tracking grant activity, and processing grant revenues and expenditures. Effective grant management helps promote the pursuit of grants that are in the Town's best interest and assure timely reimbursements to optimize cash flow, and to guard against year-end account deficits. As a legal contract, every grant agreement must be fulfilled in accordance with its prescribed terms and conditions, as well as all applicable federal, state, and local regulations. Failure in this regard exposes the Town to legal and financial liabilities and compromises future grant funding.

APPLICABILITY

This town-wide policy applies to the grant project managers in each department applying for or receiving grant funding. It further applies to the grant-related responsibilities of the Board of Selectmen, Town Manager, Town Accountant, and Treasurer/Collector.

POLICY

All departments are encouraged to solicit grant funding for projects and programs consistent with the Town's goals. All municipal applications for grants exceeding \$5,000 must receive preapproval by the Board of Selectmen. To be eligible for preapproval, there must be sufficient staff available to effectively administer the grant program and perform its required work scope, along with adequate matching requirements (both cash and in-kind).

No department shall expend grant funds until a fully executed grant agreement has been accepted and approved for expenditure by the Board of Selectmen. Further, no grant funds shall be used to supplant an existing expense for the purpose of diverting current funds to another use.

Operating departments through their designated grant project manager(s) have primary responsibility for seeking grant opportunities, preparing applications, and managing awarded programs. The Town Accountant is responsible for consulting with project managers on grant budgetary matters, accounting for grants in the general ledger, monitoring grant expenditures for consistency with award requirements, tracking the timeliness of reimbursement requests, and distributing monthly reports of grant expenditures to departments. The Town Accountant will also maintain a database of all grants and grant activity from inception to closure.

A. Grant Opportunity Assessment

Well in advance of a grant application's due date, the departmental project manager will assess the opportunity in consultation with the Town Manager and Town Accountant. Below are the factors to be considered, at minimum.

Programmatic:

- Alignment of the grant's purpose with the Town's and department's strategic priorities
- Department's capacity to administer the grant through to closeout
- Office space, facilities, supplies, or equipment required
- Ongoing impact of the grant program after it is completed

- Compliance and audit requirements, particularly as they may differ from the Town's

Financial:

- Total anticipated project cost
- Expenditure requirements and anticipated cash flow schedule
- Required cost matching shares and sources, including cash and in-kind
- Staffing requirements, including salary and benefit increases for multiyear grants
- Administration and indirect recapture amounts
- Program income potential

In this stage, the project manager will also develop a continuation plan to address the potential future loss of grant funding, which may include alternative funding proposals or plans for reducing or terminating program positions or components after grant closeout.

B. Grant Application and Award Acceptance

Prior to filing any grant application greater than \$5,000, the project manager will submit a meeting agenda item requesting preapproval from the Board of Selectmen with a report summarizing the grant and how it complies with this policy. The Town Manager will then make a determination as to whether any preapproved application should be submitted to the Town Counsel for a legal review. Following this, the project manager will submit the grant application to the grantor and forward a copy to the Town Accountant.

When a project manager receives notice of any grant award, he or she will submit it as a meeting agenda item for the Board of Selectmen to formally accept by signatures and thereby approve the expending of grant funds. The project manager will then send copies of the signed agreement to the grantor and the Town Accountant.

Upon receiving the new grant's documents, to record the grant activity separately from regular expenses, the Town Accountant will create new general ledger accounts identifying them by name and including the CFDA (catalogue of federal domestic assistance) number for any federal grants. When notified of any amendment or adjustment by the grantor, the project manager will immediately forward the information to the Town Accountant, who will make adjustment(s) to the grant's budget in the general ledger.

C. Grant Financial Management

At the start of a new grant, the Town Accountant and project manager will discuss its requirements and the timing of reimbursement requests (e.g., at the time of expenditure, monthly or quarterly), when applicable.

The project manager will ensure all expenditures made are allowable and consistent with each grant award's requirements. The project manager will submit project invoices to the Town Accountant consistent with the Town's disbursement policy. The project manager will also ensure the proper payroll account codes for grant-funded employees are included on the department's payroll report to the Town Accountant and Treasurer/Collector as part the regular payroll process.

Because required retirement system remittances and/or general fund benefit reimbursements vary by grant, the Town Accountant will calculate these for each grant and notify project managers of the resulting amounts to include on the AP submissions.

To minimize the use of advance town funds, every project manager will request reimbursements as often as the grant's guidelines allow and always no later than June 30th. In doing so, the project manager will prepare all required reports and requests as detailed in the agreement and submit these to the grantor. Immediately following each submittal, the project manager will send an email notification of the reimbursement request to the Town Accountant and Treasurer/Collector.

The Town Accountant will monitor each grant's deficit balance to assure it is temporary and receives reimbursement within the grant's allowable timeline and always prior to year-end. The Treasurer/Collector will match reimbursements received electronically or by check with their requests and credit the proper revenue lines.

D. Grant Closeout

Upon completion of the project work or grant period, whichever comes first, the project manager will verify that all grant requirements have been met and will send to the Town Accountant a grant closeout package that includes a final report and either a final reimbursement request or notification of the amount to be refunded to the grantor.

Upon receipt of the closeout package, the Town Accountant will put the general ledger's grant account into inactive status and will reconcile the project manager's report with the general ledger's record of grant activity. The project manager will subsequently submit the final reimbursement request to the grantor or, if a refund is due, the Town Accountant will add the refund amount to the AP warrant.

Within 30 days of any grant closeout or the year-end closure, whichever is earlier, the Town Accountant will determine if the grant account has been overexpended and will either apply the expense to the operating budget or propose an appropriation from other available funds.

E. Audit

All grant activities are subject to audit by the particular grantors, the Town Accountant, and the Town's independent auditor. The Town Accountant will maintain all grant documents and financial records for seven years after their closeouts or for the lengths of time specified by the grantors, whichever period is longer.

REFERENCES

[M.G.L. c. 40, § 5D](#)

[M.G.L. c. 41, § 57](#)

[M.G.L. c. 44, § 53A](#)

West Newbury Disbursements policy

Public Employee Retirement Administration Commission: [Memo #12/2003](#)

Mass.gov webpage: [Municipal Grant Finder](#)

US grant search website: [grants.gov](#)

EFFECTIVE DATE

This policy was adopted on [date].

INDIRECT COST ALLOCATION

PURPOSE

To apportion all the indirect costs associated with the Town's water enterprise fund in an equitable manner that reflects the operation's true shared costs, this policy provides guidelines for calculating, allocating, and reviewing those costs.

Under authority established in [M.G.L. c. 44 § 53F½](#), the water service is managed and accounted for separately from the general fund and has its own financial statements. Consolidating the program's direct and indirect costs, debt service, and capital expenditures into a segregated fund allows the Town to demonstrate to the public the true, total cost of providing the service.

APPLICABILITY

This policy applies to budgetary functions of the Town Accountant and Water Department Superintendent. Further, it encompasses enterprise-related administrative functions of the Town Accountant, Treasurer/Collector, and Town Manager.

POLICY

As part of the annual budget process, the Town Accountant will calculate the Water Department's indirect costs to the general fund and will review the figures with the Water Department Superintendent. The calculations will take into account all the enterprise-related expenses of the Town departments that provide administrative services to the water operation, namely:

- Accounts payable, payroll, and general ledger services provided by the Town Accountant
- Turnover processing, banking, investment, tax title, and payroll services provided by the Treasurer/Collector Department
- Annual budget development and coordination services provided by the Town Manager

For these expenses and those listed below, the Town Accountant will calculate indirect costs using the most recent fiscal year's appropriations and based on one or more of the following methodologies, which are outlined on the next page: actual, transactional, estimated support, and proportional.

- Benefits for active and retired employees, including insurances, Medicare tax, unemployment, workers' compensation
- Pensions
- Vehicle insurance
- Property insurance
- Independent audit services
- Actuarial services
- Legal services
- Information technology expenses
- Other costs that may be considered and agreed to and documented

The Town Accountant will maintain a written procedure detailing the costs and calculation methodologies used. Based on the calculated results, the Town Accountant, with the agreement of

the Water Department Superintendent, will record transfers between the relevant funds by [January 1] each year.

Options for Calculating Indirect Costs

1. **Actual cost** uses specific schedules to provide documentation of certain indirect costs, such as debt service and life, health, and property insurances.
2. The **transaction-based** method is calculated based on the number of transactions attributed to a service as a percentage of the whole. For example, the number of Water Department bills processed by the Treasurer/Collector as a percentage of the total number of bills processed by the Treasurer/Collector. This percentage is applied against the Treasurer/Collector’s total budget, including health and life insurance, Medicare, retirement and any workers’ compensation attributable to the department.

$$\frac{\text{Number of Water Department transactions}}{\text{Total number of transactions processed by the department}} \times \text{Total budget plus benefits of the department processing enterprise transactions} = \text{Indirect Departmental Salaries}$$

3. A department or official may be able to provide a reasonable **estimate of support** (i.e., an estimate of the average time spent to support a particular service). For example, the Town Manager estimates he spends on average four hours weekly, or 10 percent of his time, on water-related activities (e.g., meetings, budgeting, clerical tasks). This percentage is applied against the department’s or official’s salary and benefits, including health and life insurance, Medicare, retirement and any workers’ compensation.

$$\frac{\text{Hours worked on enterprise activities per year by individual(s)}}{\text{Total hours worked per year by individual(s)}} \times \text{Salary and benefits of individual(s) working on enterprise activities} = \text{Indirect Departmental Salaries}$$

Any department’s or official’s expenses related to water operations are charged directly to the Water Department’s budget.

4. The **proportional** method is a straightforward calculation of the Water Department’s budget (net of debt) as a percentage of the combined total of the gross general fund and Water Department budgets (also both net of debt). The resulting percentage is then applied against the total budget (including employees’ benefits) of each town department that provides support to the Water Department.

REFERENCES

DLS Informational Guideline Release 08-101: [Enterprise Funds](#)
 Government Finance Officers Association Best Practices: [Indirect Cost Allocation](#) and [Full Cost Accounting for Government Services](#)

EFFECTIVE DATE

This policy was adopted on [date].

INVESTMENTS

PURPOSE

To ensure the Town's public funds achieve the highest possible, reasonable rates of return available while following prudent standards associated with safety, liquidity, and yield, this policy establishes investment guidelines and responsibilities. It is further designed to comply with the Governmental Accounting Standards Board's recommendations that every community disclose its key policies affecting cash deposits and other long-term investments to ensure they are managed prudently and not subject to extraordinary risk.

APPLICABILITY

This policy applies to the Treasurer/Collector's duties to invest and manage Town funds. It pertains to short-term operating funds, including general funds, special revenue funds, bond proceeds, and capital project funds, to all accounts designated as long-term (e.g., trusts, stabilization funds, other postemployment benefits trust fund), and to others the Town may set aside for long-term use, including scholarship and perpetual care funds. It does not pertain to the Town's retirement fund, which is invested and managed by the Essex Regional Retirement Board.

POLICY

The Treasurer/Collector will invest funds in a manner that meets the Town's daily operating cash flow requirements and conforms to state statutes governing public funds while also adhering to generally accepted diversification, collateralization, and prudent investment principles regarding safety, liquidity, and yield. The Treasurer/Collector will separately maintain all long-term accounts in order to proportion interest and any realized and unrealized gains or losses. All trust funds are under the Treasurer/Collector's control unless otherwise directed by the donor.

The Treasurer/Collector will ensure all investment activity complies with state statutes governing allowable investment instruments, diversification principles, and investment restrictions for all short- and long-term funds. The Treasurer/Collector will also comply with the principles outlined in the Investment Policy Statement published by the Massachusetts Collectors & Treasurers Association (MCTA), which is included in this manual's appendix.

A. Investment Objectives

To secure the highest return consistent with safety of principal while meeting the Town's daily cash needs, the Treasurer/Collector will adhere to the following guidelines on safety, liquidity and yield:

- To preserve capital, the Treasurer/Collector will mitigate credit and interest rate risks by prudently selecting and diversifying investment instruments and depository choices.
- The Treasurer/Collector will ensure the overall investment portfolio remains sufficiently liquid to meet all reasonably anticipated operating requirements. Since all possible cash demands cannot be anticipated, the Treasurer/Collector will carry out investment activities in a manner that provides for meeting unusual cash demands without liquidating investments and thereby potentially forfeiting accrued interest earnings and losing principal.

- The Treasurer/Collector will manage all investments so as to achieve a fair market average rate of return, taking into account safety and liquidity constraints, as well as all legal requirements.
- For trusts and other long-term funds, the Treasurer/Collector will invest fund assets for the primary purpose of growth, not liquidity, and will follow the risk mitigation guidelines in section B below.

B. Risk Tolerance

The Treasurer/Collector will employ the following strategies to mitigate the range of investment risks:

- The Treasurer/Collector will manage **credit risk** by following the guidelines on investment instruments published by the MCTA and incorporated here by reference. This mitigates the risk that an insurer or other counterparty to an investment will not fulfill its obligations.
- To mitigate **custodial risks** when investing with any financial institution, the Treasurer/Collector will review its financial statements and advisor's background to limit the Town's exposure only to institutions with proven financial strength, capital adequacy, and overall affirmative reputations in the municipal investment industry. The Treasurer/Collector will further ensure that all securities not held directly by the Town will be held in the Town's name and tax identification number by third-party custodians approved by the Treasurer/Collector and evidenced by safekeeping receipts showing individual CUSIP (Committee on Uniform Security Identification Procedures) numbers for each.

Custodial risk for deposits is the risk that, in the event of the failure of a depository financial institution, the Town would not be able to recover deposits or to recover collateral securities in the possession of an outside party. The custodial risk for investments is the risk that, in the event of a failure of the counterparty to a transaction, the Town would not be able to recover the value of an investment or to recover collateral securities in the possession of an outside party.

- The Treasurer/Collector will minimize **concentration of credit risk** by diversifying the investment portfolio so that the impact of potential losses from any one type of security or issuer will be minimized. This mitigates the risk associated with the magnitude of the Town's investment in a single issuer.
- The Treasurer/Collector will carefully manage the duration of each investment account to mitigate **interest rate risk**, which is the risk that changes in interest rates will adversely affect an investment's fair market value.
- The Treasurer/Collector will mitigate **foreign currency risk** by limiting investments in any instruments with foreign currency exposures. This minimizes risk that changes in foreign exchange rates will adversely affect an investment deposit or its fair market value.

C. Ethics

The Treasurer/Collector will refrain from any personal activity that may conflict with the proper execution of the investment program or that could impair or appear to impair the ability to make impartial investment decisions. The Treasurer/Collector will disclose to the Board of Selectmen and Town Manager any personal, material financial interest in financial institutions that do business with the Town. The Treasurer/Collector will also disclose any large personal financial investment positions or loans that could be related to the performance of the Town's investments.

D. Relationship with Financial Institutions

The Treasurer/Collector will consider soundness and stability when selecting financial institutions. To do so, the Treasurer/Collector will subscribe to and use one or more of the recognized bank rating services, such as Veribanc or Sheshunoff, and will work with only recognized, reputable brokers/dealers.

When using the Veribanc rating service, the Treasurer/Collector may invest in banks that show green ratings and will subsequently monitor the ratings quarterly. If a banking institution's rating turns yellow, the Treasurer/Collector will request the institution provide a written explanation for the rating change and expected timetable for changing back to green. If the rating is still yellow for a second quarter, the Treasurer/Collector will consider liquidating all funds that are not collateralized or do not carry some form of depositor's insurance. If any rating becomes red, the Treasurer/Collector will ensure that all money is immediately collateralized, covered by some form of depositors insurance, or removed from the banking institution.

The Treasurer/Collector will require any brokerage houses and brokers/dealers wishing to do business with the Town to supply the following information:

- Audited financial statements
- Proof of National Association of Security Dealers certification
- Statement that the broker/dealer has read and will comply with this policy
- Proof of credit worthiness (minimum standards: at least five years in operation and a minimum capital of \$10 million)

E. Reporting Requirements

The Treasurer/Collector will assess investment activity and keep the Town Manager and Town Accountant apprised of any major changes by providing a report of investment activity annually or more often as needed. The investment activity report shall incorporate all of the Town's investment funds and include the following information at minimum:

- List of all the individual accounts and securities held at the end of the period
- List of short-term investment portfolios by security type and maturity to ensure compliance with the diversification and maturity guidelines
- Summary of income earned on monthly and year-to-date bases
- Disclosure of the fees associated with managing each fund
- Brief statement of general market and economic conditions and other factors that may affect the Town's cash position

- Statement on the degree of compliance with the tenets set forth in this policy
- Disclosure of all fees associated with investment fund management

REFERENCES

[M.G.L. c. 29, § 38A](#)

[M.G.L. c. 44, § 54](#)

[M.G.L. c. 44, § 55](#)

[M.G.L. c. 44, § 55A](#)

[M.G.L. c. 44, § 55B](#)

[M.G.L. c. 167, § 15A](#)

[M.G.L. c. 203C](#)

Office of the Commissioner of Banks: [List of Legal Investments](#)

Governmental Accounting Standards Board Statement 40: [Deposit and Investment Risk Disclosures](#)

MCTA Investment Policy Statements (see Appendix)

EFFECTIVE DATE

This policy was adopted on [date].

OTHER POSTEMPLOYMENT BENEFITS LIABILITY

PURPOSE

To ensure fiscal sustainability, this policy sets guidelines for a responsible plan to meet the Town's obligation to provide other postemployment benefits for eligible current and future retirees. It is designed to achieve generational equity among those called upon to fund this liability and thereby avoid transferring costs into the future.

APPLICABILITY

This policy encompasses OPEB-related budget decisions, accounting, financial reporting, and investment. It applies to the Board of Selectmen and Finance Committee in their budget decision-making duties, and it also applies to the OPEB-related job duties of the Treasurer/Collector and Town Accountant.

BACKGROUND

In addition to salaries, the Town compensates employees in a variety of other forms. Many earn benefits over their years of service that they will not receive until after retirement. A pension is one such earned benefit. Another is a set of retirement insurance plans for health, dental, and life. These are collectively referred to as other postemployment benefits, or OPEBs. OPEBs represent a significant liability for the Town that must be properly measured, reported, and planned for financially.

POLICY

The Town is committed to funding the long-term cost of the benefits promised its employees. To do so, the Town will accumulate resources for future benefit payments in a disciplined, methodical manner during the active service life of employees. The Town will also periodically assess strategies to mitigate its OPEB liability. This involves evaluating the structure of offered benefits and their cost drivers while at the same time avoiding benefit reductions that would place undue burdens on employees or risk making the Town an uncompetitive employer.

A. Accounting for and Reporting the OPEB Liability

The Town Accountant will obtain actuarial analyses of the Town's OPEB liability every two years and will annually report the Town's OPEB obligations in financial statements that comply with the current guidelines of the Governmental Accounting Standards Board (GASB). The Town Manager will ensure the Town's independent audit firm reviews compliance with the accounting and reporting provisions of this policy as part of its annual audits and reports on these to the Board of Selectmen.

B. Trust Management and Investment

The Town has established an OPEB Trust Fund and designated the Treasurer/Collector to be its trustee. The Treasurer/Collector will manage the OPEB Trust Fund in conformance with the Town's investment policy and the state's prudent investor laws.

On an annual basis, the Town will analyze its option to invest the OPEB trust with the [State Retiree Benefits Trust Fund](#).

C. Mitigation

On an ongoing basis, the Town will assess healthcare cost containment measures and evaluate strategies to mitigate its OPEB liability. The Town Accountant will monitor proposed laws affecting OPEBs and Medicare and analyze their impacts. The Treasurer/Collector will regularly audit the group insurance and retiree rolls and terminate any participants found to be ineligible based on work hours, active Medicare status, or other factors.

D. OPEB Funding Strategies

To address the OPEB liability, decision makers will analyze a variety of funding strategies and subsequently implement them as appropriate with the intention of fully funding the obligation. The Town will derive funding for the OPEB Trust Fund from taxation, free cash, and any other legal form. To ensure that the Town's water enterprise fund remains self-supporting, the Water Commissioners will factor its proportional OPEB contributions into the setting of user fees.

Achieving full funding of the liability requires the Town to commit to funding its actuarially determined contribution (ADC) each year, which is calculated based on actuarial projections. Among strategies to consider for funding the ADC:

- Transfer unexpended funds from insurance line items to the OPEB trust fund.
- Appropriate amounts equal to the Town's Medicare Part D reimbursements.
- Determine and commit to appropriating an annual portion of free cash.
- Appropriate an annually increasing percentage of yearly revenues.

REFERENCES

[M.G.L. c. 32B, § 20](#)

[M.G.L. c. 32B, § 20A](#)

[M.G.L. c. 44, § 54](#)

[M.G.L. c. 44, § 55](#)

[M.G.L. c. 203C](#)

West Newbury Investment policy

GASB Statements 75: [Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions](#) and 74: [Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans](#)

Government Finance Officers Association Best Practices: [Ensuring Other Postemployment Benefits \(OPEB\) Sustainability](#) and [Sustainable Funding Practices for Defined Benefit Pensions and Other Postemployment Benefits \(OPEB\)](#)

EFFECTIVE DATE

This policy was adopted on [date].

OVERLAY

PURPOSE

To ensure the Town can adequately offset all unrealized tax levy revenues, this policy sets guidelines for determining the annual overlay amount in the Town's budget and for deciding whether any overlay balance can be certified as surplus. The allowance for abatements and exemptions, commonly referred to as the overlay, is an account to offset anticipated abatements and exemptions of committed real and personal property taxes. The account may also be charged in the event property taxes are deemed to be uncollectable.

Effective November 7, 2016, [M.G.L. c. 59, §25](#) was modified to allow the maintenance of a single overlay account, as opposed to the separate overlay reserves accounts that were previously required for each fiscal year. Although this policy treats overlay as a single account, to continue historical information and facilitate reconciliations, the Town Accountant may elect to maintain subsidiary ledgers by levy year for overlay balances.

APPLICABILITY

This policy applies to the job duties of the Board of Assessors, Chief Assessor, Town Accountant, and Town Manager, as well as to the Board of Selectmen's and Finance Committee's roles as budget decision makers.

POLICY

A. Annual Overlay

Each year, the Board of Assessors will vote in an open meeting to authorize a contribution to the overlay account as part of the budget process and to raise it without appropriation on the Town's tax recapitulation sheet. The Chief Assessor will determine and propose to the Board the amount to be added to the overlay account based on the following:

- Current balance in the overlay account
- Three-year average of granted abatements and exemptions
- Potential abatement liability in cases pending before, or on appeal from, the Appellate Tax Board (ATB)
- Timing of the next certification review by the Division of Local Services (scheduled every five years under the Municipal Modernization Act)

The Board of Assessors shall notify the Town Manager and the Town Accountant of the amount of overlay voted.

B. Excess Overlay

Annually, the Chief Assessor and Town Accountant will conduct an analysis to see if there is any excess in the overlay account balance by factoring the following:

- Current balance in the overlay account after reconciling with the Town Accountant's records
- Balance of the property tax receivables, which represents the total real and personal property taxes still outstanding for all levy years

- Estimated amount of potential abatements, including any cases subject to ATB hearings or other litigation

Upon determining any excess in the overlay account, the Chief Assessor will present the analysis to the Board of Assessors for its review and also notify the Town Manager.

C. Overlay Surplus

If there is an excess balance in the overlay account, the Board of Assessors will formally vote in an open meeting to certify an amount to transfer to overlay surplus and will notify the Board of Selectmen, Town Manager, and Town Accountant in writing of its vote. If the Board of Selectmen makes a written request for a determination of overlay surplus, the Board of Assessors will vote on the matter within the next 10 days and notify the Board of Selectmen of the result in writing.

After being certified, Town Meeting may appropriate overlay surplus for any lawful purpose until the end of the fiscal year. However, the appropriation should be as prescribed in the Town's Forecasting policy (re: treatment of one-time revenues) and its Financial Reserves policy (re: overlay surplus). Overlay surplus not appropriated by year-end closes to the general fund's undesignated fund balance.

REFERENCES

[M.G.L. c. 59, §25](#)

DLS Informational Guideline Release 16-104: [Overlay and Overlay Surplus](#)

West Newbury policies on Forecasting and Financial Reserves

EFFECTIVE DATE

This policy was adopted on [date].

PROCUREMENT CONFLICT OF INTEREST

PURPOSE

To ensure integrity in the procurement and contract processes, to educate Town employees, consultants, uncompensated outside parties, and any other person involved in decisions to award contracts about potential conflicts of interests, and to establish a process for the screening of conflicts of interest.

APPLICABILITY

The policy pertains to all the Town's procurement and contract processes governed under the provisions of the state's Uniform Procurement Act associated with, but not limited to: specification development, preparation and issuance of solicitations, evaluation of solicitations and submissions, and other evaluations that lead to Town contract awards. The policy applies to the job responsibilities of the Town Manager (as West Newbury's chief procurement officer) and to the related duties of the Town Accountant. It further applies to all Town employees, officials, and others working on the Town's behalf who are involved with any procurement and contract process and to the prospective contractors.

POLICY

The Town is committed to ethical business practices, professional integrity, and compliance with all procurement laws and regulations. West Newbury will provide fair opportunities to participants in competitive processes for the award of Town contracts. Process integrity will be reinforced by the practices outlined here to ensure confidentiality during the bid evaluation process and to assess and address conflicts of interest in all competitive solicitations. The Town will investigate all allegations of conflict of interest or misconduct brought to the attention of Town staff.

To comply with the state's [Uniform Procurement Act](#), any purchase for supplies or services ([with certain exceptions](#)) costing more than \$10,000 requires solicitation of three written quotes for contracts and those over \$50,000 require competitive sealed bids or proposals for contracts. No quote or bid process is required when procuring supplies or services from vendors that are under state contracts or involved in regional cooperative purchasing agreements.

A. Confidentiality during the Bid Evaluation Process

Town staff, consultants, and outside evaluators who are participants in a bid evaluation process are required to sign confidentiality agreements, which bind them not to share any information about responses received and the evaluation process until the Town issues a Notice of Intended Award.

The departmental employee procuring goods and services must:

1. Identify all participants of an evaluation process who receive proposals or other documents used in the evaluation process, including nonevaluating observers.
2. Ensure that these participants sign confidentiality agreements.
3. Submit the confidentiality agreements to the Town Manager.

The Town Manager must:

1. Verify that signed confidentiality agreements for all participants in the evaluation process, including nonevaluating observers, are submitted.
2. Maintain signed confidentiality agreements on file.

B. Conflict of Interest in Procurement

To ensure decisions are made independently and impartially, Town employees and officials are expected to avoid any conflicts of interest and also avoid the appearance of conflicts of interest. A conflict of interest, or the appearance of one, must be disclosed whenever a vendor, employee, or officer has, or can reasonably anticipate having, an ownership interest, a significant executive position, or other remunerative relationship with a prospective supplier of goods or services to the Town or knows that a family member or other person with whom they have a personal or financial relationship has such an interest.

According to the federal Office of Management and Budget's Omni Circular, a conflict of interest arises when: *"the employee, officer, or agent, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest in or a tangible personal benefit from a firm considered for a contract."*

And it states that: *"The officers, employees, and agents of the non-federal entity must neither solicit nor accept gratuities, favors, or anything of monetary value from contractors or parties to subcontracts."*

The Omni Circular further requires that for any federal grant involving a parent, affiliate, or subsidiary organization that is not a state or local government, the Town must also maintain written standards of conduct covering organizational conflicts of interest. An organizational conflict of interest means that due to a relationship with a parent company, affiliate, or subsidiary organization, the Town is unable or appears to be unable to be impartial in conducting a procurement action involving the related organization.

Any person with a conflict as described above will not participate in the preparing of specifications, qualifying vendors, selecting successful bidders on products or services in which they have an interest, or approving payment to those interests. The only exception to this arises if the person makes full disclosure of a potential conflict and receives an advance, written determination from the [State Ethics Commission](#) that the interest is not so substantial as to be deemed likely to affect the integrity of the goods or services the Town may expect from that individual.

Department heads and other officials are required to ascertain and disclose to the Town Manager any potential conflict of interest affecting procurement transactions before a contract is signed, a commitment made, or an order placed. The Town Manager will then notify the Town Accountant, who will verify the availability of funds before any order is placed with a vendor.

The following measures will be taken to ensure the Town avoids any conflicts of interest in procuring Town contracts:

1. Employees, officials, and others who regularly participate in contract activities on behalf of the Town must disclose relevant financial interests as required by state and federal laws and to annually review the statements in conjunction with this policy and other ethical standards.
2. Other persons involved in procurements must review this policy and other ethical standards and provide information in order to determine if there is a conflict of interest. Such persons will include, but are not limited to, authors of specifications; paid and unpaid evaluators; and paid and unpaid consultants who assist in the procurement process.
3. If a possible conflict of interest is identified, it must be documented and reviewed with Town Counsel.

The departmental employee procuring goods and services must:

1. Identify employees, consultants, outside uncompensated parties, and any other persons who will be involved in a procurement or contract activity, such as specification development, preparation and issuance of solicitations, evaluation of solicitations or submissions, or other evaluations, that will lead to an award of contract.
2. Provide conflict of interest forms to the identified participants.
3. Submit the completed forms to the Town Manager prior to commencing any procurement or contract activity.

The Town Manager must:

1. Review the submitted forms for potential conflicts of interest.
2. Discuss any potential conflicts of interest with Town Counsel and document the resulting determinations.
3. Provide the Board of Selectmen with the documented result.
4. If a conflict or the appearance of one exists, take appropriate actions, including but not limited to, removal of the employee, consultant, or outside uncompensated party from the procurement or contract activity or cancelation of the solicitation.

C. Compliance Reviews

The Town Accountant will conduct random audits of compliance with this policy. All procurement activities are also subject to audit by the Town's independent auditor.

REFERENCES

[M.G.L. c. 30B](#)

[M.G.L. c. 41, § 57](#)

[M.G.L. c. 268A](#)

State Ethics Commission's webpage: [Disclosure Forms for Municipal Employees](#)

Inspector General's webpage: [Procurement Assistance](#)

U.S. Office of Management and Budget's [Omni Circular](#)

EFFECTIVE DATE

This policy was adopted on [date].

RECONCILIATIONS

PURPOSE

To ensure transactions are in balance, to mitigate fraud, and to safeguard general ledger accuracy, financial officers must conduct regular reconciliations of their accounting records, and these must be reconciled to the general ledger. Although each financial officer is responsible for maintaining independent records of his or her office's transactions, they are also collectively accountable for the overall accuracy of West Newbury's financial records. Failure to reconcile cash, receivables, and withholdings hampers the Town's ability to produce reliable reports, close its books, make timely submissions to the Division of Local Services (DLS), and complete audits. In addition, unresolved variances reduce the amount of certified free cash and may result in significant deficiency findings by the independent auditor.

APPLICABILITY

This policy applies to the Town Accountant, Treasurer/Collector, their designees, and all departments that use special revenue funds or have accounts receivable responsibilities (e.g., Water, Police, Recreation, etc.).

POLICY

The Treasurer/Collector and all other department heads with accounts receivable duties will internally reconcile their respective accounting records and subsequently reconcile them with the Town Accountant according to the guidelines and periodic time frames outlined in this policy.

A. Cashbook Reconciliation

To ensure an accurate accounting of all revenue activity, the Treasurer/Collector will maintain a cashbook that reflects up-to-date and accurate information for all cash and assets. To do so, the Treasurer/Collector will make certain that all cash receipts, disbursements, transfers, and interest are recorded in the cashbook within [two business days] of each transaction and will reconcile cashbook accounts to their corresponding bank accounts within [five days] of receiving bank statements. These will include zero-balance vendor and payroll bank accounts, whose balances must equal the outstanding checks at the end of any month.

The Treasurer/Collector will identify all reconciling items, including deposits in transit, bounced and voided checks, and discrepancies between the cashbook and financial institutions, and will correct them when appropriate. The Treasurer/Collector will then forward the reconciled cashbook balances in an Excel report to the Town Accountant and, when needed, an additional Schedule of Receipts for any adjustments made.

B. Payroll Withholdings Reconciliation

Payroll withholdings include federal and state taxes, child support and other wage assignments for legal obligations, deferred compensation, optional insurances, association dues, and other employer-sponsored options. Although payments for withholdings and deductions are automatically issued through Harpers Payroll Services via electronic funds transfer or check, the Treasurer/Collector must verify and reconcile all withholdings to the actual disbursements.

The Treasurer/Collector will report specific payroll deductions subject to vendor invoices, such as health insurance, to the Town Accountant for recording in the general ledger. To reduce the risk to the Town for liabilities in excess of deductions, the Treasurer/Collector will conduct monthly reconciliations of those deductions and identify any discrepancies prior to remitting invoices for payment. The Treasurer/Collector will make any necessary payroll changes or adjustments and provide the details of these activities to the Town Accountant.

C. Accounts Receivable Reconciliation

Accounts receivable are outstanding monies owed to the Town, whether from committed bills (i.e., taxes, excises, water charges) or from uncommitted department invoices (e.g., police details). To ensure these assets are accounted for and balanced, the Treasurer/Collector and any department head with accounts receivable duties (each referred to here as “record-keeper”) will make certain that all cash receipts are recorded timely, maintain a control record for each receivable type and levy year, and verify the detail balance agrees with the receivable control.

The receivable control is a record of original entry in which the record-keeper reduces a commitment according to collections, abatements, and exemptions and increases it by refunds issued. To maintain accuracy, the record-keeper must review the detailed list of receivables, identify credit balances as prepaid amounts or investigate them for possible correction, and reconcile the control balance to the detail.

Whenever these records do not agree, the record-keeper must determine the discrepancy by:

- Verifying the various transactions (commitments, abatements, refunds, chargebacks) against their supporting documents
- Comparing the total amount of posted payments to the turnovers accepted by the Treasurer/Collector
- Determining whether any revenues were incorrectly recorded as payments to the commitment, such as interest and fees

The record-keeper will forward a copy of the internally reconciled accounts receivable balances to the Town Accountant. For the Treasurer/Collector, this is the Schedule of Outstanding Receivables.

D. Special Revenue Reconciliation

Governed by various state statutes, special revenue funds are specific revenues segregated from the general fund and earmarked for specific purposes. They include gifts and grants from governmental entities, individuals, and organizations; revolving funds; and receipts reserved for appropriation. To ensure these funds are balanced, department heads with responsibility for special revenue funds will verify that all revenues turned over to the Treasurer/Collector, expenditures authorized for payment by the Town Accountant, and properly authorized transfers are recorded for the period. These department heads will subsequently provide the Town Accountant with reconciliation reports on the funds.

E. General Ledger Reconciliation

To achieve the core objective of maintaining the general ledger's integrity, the Town Accountant must regularly reconcile it with the separately maintained accounting records outlined in Sections A – D above. In addition, it is the Town Accountant's responsibility to review all accounts analytically from time to time for reasonableness and to identify unusual activity.

The general ledger's cash accounts should reflect only those transactions reported to the Town Accountant by the Treasurer/Collector, so that in theory, the general ledger should be in balance with the cashbook. However, errors may occur due to omitting transfers or transactions or applying them in the wrong amounts or to the wrong accounts. Whenever the Town Accountant identifies a discrepancy between the general ledger and the cashbook, the following steps must be taken in conjunction with the Treasurer/Collector to determine the cause:

- If the total amount of revenue reported in the cashbook does not agree with the amount recorded in the ledger for that month, the Treasurer/Collector must verify that the monthly Treasurer/Collector's Schedule of Receipts agrees by detailed amount and classification with the cashbook and correct any errors.
- Compare the total amount of warrants paid during the month as recorded in the cashbook with the total recorded in the ledger for the same period. The last warrant paid must be the last one recorded; otherwise, a timing problem will create a discrepancy.
- If the records still do not agree, the Treasurer/Collector and Town Accountant must trace each entry to the ledger until the variance is determined.

All receivable records must also be reconciled to the Town Accountant's general ledger. If a given receivable control has been internally reconciled, any discrepancy must be in the general ledger, so the Town Accountant must:

- Review the commitments, charges, payments, abatements, refunds, reclassifications, and adjustments in the general ledger, as appropriate for the particular control.
- Verify whether receipts are recorded to the correct type and levy year.
- Verify the dates that activities were recorded.

The Town Accountant's receivable accounts in the general ledger should reflect the transactions provided by each particular record-keeper. Therefore, the above steps must resolve any discrepancies between the receivable control and the ledger. If they do not, the record-keeper and Town Accountant must trace each ledger entry until they determine the reason for variance.

The Town Accountant will verify that all special revenue fund reconciliations match the general ledger. The responsible department head and Town Accountant must research any discrepancy, and correct the record(s) as appropriate.

F. Time frames and Documentation

Employees subject to this policy will complete reconciliations of their internal accounting records early each month so that subsequent reconciliations to the general ledger take place no later than [the 15th] of the month following the one being reconciled. At each quarter-ending month, the Town Accountant will extend the cash reconciliation process to individually reconcile every general ledger

account that directly corresponds to a specific bank account (e.g., stabilization funds, trust funds, guarantee bond deposits).

Each general ledger reconciliation will be documented by a worksheet cosigned by the two parties. If, at that time, any variance has not yet been fully resolved, this must be noted, along with a work plan and timetable for resolution. The Town Accountant will submit the collective set of reconciliation worksheets to the Town Manager at each month's end.

G. Audit

All reconciliation activities are subject to audit by the Town's independent auditor.

REFERENCES

West Newbury Revenue Turnover policy

DLS Best Practice: [Reconciling Cash and Receivables](#)

Massachusetts Collectors & Treasurers Association: [Treasurer's Manual](#) and [Collector's Manual](#)

EFFECTIVE DATE

This policy was adopted on [date].

TOWN OF WEST NEWBURY RECEIVABLES RECONCILIATION PROCESS

All Tax Collectors' monies must be deposited with the Town Treasurer. There are no exceptions to this rule.

All receipts must be reported by the Collector to the Accountant on a monthly basis.

Once the Accountant has posted the receipts, a monthly reconciliation of all committed tax amounts must be performed with the Tax Collector's Office.

The Tax Collector's Office is to maintain a working spreadsheet to be updated monthly with outstanding receivable balances. Each month the Accountant gives a report of these balances to the Tax Collector to be entered onto the spreadsheet. The balances reported are as of the last day of each month.

Any discrepancies between the balances are researched by the Tax Collector. Once the cause is identified, written notification is given and adjustments are made to rectify the differences by whichever office is responsible.

TOWN OF WEST NEWBURY CASH RECONCILIATION PROCESS

- All monthly bank statements received are reconciled to the Treasurer's Cash Book.
- Any reconciling items are identified and action is taken to correct the issue if necessary.
- The VERIBANC report is reviewed to determine the strength of each institution holding funds in the name of the Town of West Newbury.
- The Treasurer prepares a Statement of Insured Values to determine that security of the Town's investments.
- Reconciled balances are reviewed monthly by the Town Accountant to prove that they agree with those balances recorded in the General Ledger.
- The Town Accountant also reviews the Treasurer's bank reconciliations to verify that the cash book is supported by reconciled balances in financial institutions on a quarterly basis.

REVENUE TURNOVER

PURPOSE

To safeguard Town assets and maximize cash flow, this policy provides guidelines for departments to turn over receipts to the Treasurer/Collector. Included are details of internal controls designed to provide reasonable assurance that the Town's revenues are properly and timely secured, recorded, and deposited in Town bank accounts.

APPLICABILITY

This policy pertains to all cash, check, credit card, and other forms of payment received by all Town departments for taxes, excise, fees, charges, and intergovernmental receipts. It applies to all individuals within each department assigned responsibility for handling payments. It further applies to the Town Accountant's duty to keep the general ledger up to date.

POLICY

The head of each department that receives payments is responsible for instituting and employing internal controls designed to ensure that all receipts are recorded accurately, kept secure from loss or theft, and turned over timely to the Treasurer/Collector. The Town Manager will ensure surety bonds are maintained for all individuals responsible for handling payments to indemnify the Town from potential loss or theft. Each department will turn over at least weekly and must do so immediately whenever cash receipts total [\$100] or more. At month-end, departmental staff will turn over all revenues no later than [11:00 am] on the last business day of the month. All cash management activity is subject to review by the Town Accountant and independent auditor.

A. Receiving Payments

Using prenumbered receipt books, assigned departmental staff must issue a receipt for every payment received, even when the payer attempts to refuse it. These departmental staff must also identify the forms of payment (check, cash or credit card) in their receipt books. As the exception, employees in the Treasurer/Collector's office receiving taxes and other collections from the public need only issue receipts for cash payments. Every staff person who receives any check will immediately endorse it "For Deposit Only" using a stamp or by handwriting. Every department receiving payments shall secure them in a locked cashbox or safe until completing a turnover to the Treasurer/Collector.

Each department head is responsible for overseeing the processing, recording, record retention, and turning over of receipts to the Treasurer/Collector. To the extent practicable, separate individuals should be tasked with: 1) receiving and endorsing payments, 2) recording payments in the departmental log, and 3) turning receipts over to the Treasurer/Collector.

B. Turning Over Revenues

Departmental staff will fill out triplicate Schedules of Departmental Payments (the turnover form) and obtain the department head's signature on each. Every listed receipt should tie back to a receipt book entry and to the receipt summary reports maintained by the department head. Departmental staff will deliver the turnover in person. At no time will an employee leave a turnover in the Treasurer/Collector's office unattended.

No less than weekly and at month-end, the Treasurer/Collector will complete a turnover of all the collections processed during that period for taxes and other committed receivables. The turnover form will report all the collections summarized by receipt type, which must reconcile to the bank deposits for the same period.

When the Treasurer/Collector's office has accepted the turnover, the department employee will receive back two copies of the turnover form signed and dated by a Treasurer/Collector staff member. The department employee will retain one turnover copy on file and is responsible for delivering the other to the Town Accountant. The Town Accountant will refuse to accept any turnover that is not signed by a Treasurer/Collector staff member.

The head of every department that receives payments will review the Town Accountant's monthly revenue reports to verify all turned over receipts have been accurately recorded in the appropriate general ledger accounts and report any discrepancies to the Town Accountant.

C. Receiving Turnovers

When presented with the turnover, Treasurer/Collector staff will count the receipts in the presence of the employee doing the turnover. Any inaccuracies on the turnover forms will be corrected on them at that time and initialed by both parties. The Treasurer/Collector staff member will then sign the turnover copies and return two of them to the departmental employee.

Within 24 hours of receiving the turnover, Treasurer/Collector staff will post the receipt data in the SoftRight Treasury Receipts module. At the close of business each day, the Treasurer/Collector will review the SoftRight postings, turnover documents, and receipts, update the cashbook, and create a deposit package. No less than three times per week, the revenues will be deposited at the bank. Until the deposit is completed, Treasurer/Collector staff will ensure that all receipts are secured at all times, either in a cash drawer or, if being held overnight, in a safe.

[Weekly], the Treasurer/Collector will forward a SoftRight Schedule of Receipts report to the Town Accountant. The Town Accountant will compare the turnovers received directly from departments with the Schedule of Receipts reports received from the Treasurer/Collector and contact the Treasurer/Collector or appropriate departmental employee about any discrepancies. The Town Accountant will then post the receipt data to the general ledger.

D. Insufficient Funds

Upon notification from the bank of an insufficient check or an invalid or otherwise unpaid electronic funds transfer (EFT), the Treasurer/Collector will enter a negative deposit to the original revenue account in SoftRight and notify the department responsible for the turnover. The Treasurer/Collector will also make a reversal entry in the cashbook, assigning it to the appropriate bank account.

The Treasurer/Collector will notify the issuer in writing of the bounced check or rejected EFT. Payment of the original amount plus a [\$25.00] penalty is due in [10] days and must be in the form of cash, money order, or certified check.

It is the department head's (or designee's) responsibility to follow up on collecting the amounts owed. If the payment was for a license or permit, the department will suspend the license or permit until

the original amount and penalty have been paid. If it was for a committed receipt (e.g., tax bill), the committed amount will be reinstated by the appropriate official and the usual collection procedures followed.

E. Reconciliation

In accordance with the Town's Reconciliations policy, the Treasurer/Collector will reconcile the cashbook with bank statements and provide a summary of cashbook balances to the Town Accountant monthly.

F. Audit

All cash management activity is subject to review by the Town Accountant and Town's independent auditor.

REFERENCES

[M.G.L. c. 41, § 35](#)

[M.G.L. c. 41, § 57](#)

[M.G.L. c. 60, § 57A](#)

[M.G.L. c. 44, § 69](#)

West Newbury Reconciliations policy

Massachusetts Collectors & Treasurers Association: [Treasurer's Manual](#) and [Collector's Manual](#)

EFFECTIVE DATE

This policy was adopted on [date].

Cash

- All receipts must be deposited with the Town Treasurer. There are no exceptions to this rule. All receipts belong to the general fund of the Town unless there is a law that specifies otherwise. Please see Mass. General Laws Chapter 44, Section 53 for further information.
- All checks should be made out to the "TOWN OF WEST NEWBURY".
- If no sequentially numbered license, permit, cash register receipt or written form is returned to the payer to act as a receipt; all monies received must be exchanged with a written receipt to the payer.
- Departments shall insure that the documentation from the receipt process allows for proper final accounting of the revenues, i.e., the amounts and accounts to be credited.
- Petty Cash is for official business only, specifically, making change or for reimbursement of small amounts for items purchased by employees for the Town. Such reimbursement will be made only upon presentation of the appropriate paid original receipt and with Department Head approval. Petty Cash shall be available for audit at any time by the Finance Department or auditors. Petty Cash balances shall be restored to originally issued amounts and certified to the Treasurer on June 30th of each fiscal year. Departments shall keep Petty Cash secure from public access and non-authorized employees.
- No employee shall use Petty Cash or any other cash on hand (awaiting deposit to Treasurer) for any personal business, even if the intent is to reimburse. There shall be no cashing of personal, third party or payroll checks from petty cash or any cash on hand that is to be deposited with the Treasurer. Departmental receipts should be kept in a secure place such as a safe or locked drawer.

TOWN OF WEST NEWBURY

GENERAL RECEIPTS PROCESS

1. A detail of receipts must be maintained by each department receiving payments. It can be in the form of a computer printout, ledger book, cash register printout, computer spreadsheet or the 'Schedule of Departmental Payments to Treasurer' form.
2. The detail of receipts includes the date of receipt, the name of each person for whom the payment is made, the name on the check if different from the first person, the check number, the license/permit number, the amount and a description of what is being paid. Totals from the detail should be traceable to the amounts on the Schedule of Departmental Payments form.
3. Certain miscellaneous receipts such as photocopy fees do not have to be broken down by individual. Consult the Treasurer for clarification if you think you collect fees that cannot be detailed.
4. When departmental receipts total \$100 or more in the form of cash and/or checks, all monies must be turned over to the Finance Department by the next business day. Regardless of amount, all monies must be deposited at least once weekly during peak activity periods for certain fee collections (i.e. burning, building and septic permits, dog licenses).
5. Obtain blank Schedule of Departmental Payments to Treasurer (A.D. 9-10 Forms) forms from Finance Department. The form is also available in Microsoft Excel. The Treasurer cannot accept funds without this properly completed form.
6. Attach documentation to special receipts such as gifts, legal settlements, performance bonds etc. that gives a detailed explanation of the reason for the special revenue which may include an explanation of restrictions on future expenditure of the funds.
7. If preparing the form in Excel, print and sign three (3) copies. Send one copy directly to the Town Accountant. Deliver two (2) copies to the Treasurer with the cash and checks. After verification, one copy will be signed by the Treasurer and returned to you as your receipt to be kept on file in your department. This is your proof that the funds were received and credited to the proper revenue account.
8. If preparing the two-part manual form, sign and deliver the white copy to the Treasurer with the funds. The yellow copy should be sent directly to the Town Accountant. After verification, the Treasurer will sign the bottom of the form and tear off the receipt for the department's records.

TAILINGS

This policy is subject to town meeting's acceptance of [M.G.L. c. 200A, § 9A](#).

PURPOSE

To minimize the liability posed by uncashed checks and its negative impact on cash position certainty, this policy sets guidelines for the timely resolution of tailings.

A tailing refers to a disbursed but uncashed check, which represents a debit liability on the Town's books. It can arise from any treasury check issued to pay an employee or vendor, refund a municipal tax or charge, or pay any other municipal obligation. Tailings constitute unclaimed property under M.G.L. c. 200A. Having accepted M.G.L. c. 200A § 9A, the Town can expedite the tailing resolution process and prevent the eventual escheatment of the funds to the State Treasurer, as otherwise required. This policy sets forth the steps that must be taken to properly manage tailings under § 9A.

APPLICABILITY

This policy applies to the Treasurer/Collector, Town Accountant, and all department heads.

POLICY

In accordance with § 9A and the Town's Disbursements policy, every check issued by the Treasurer/Collector will have imprinted on its face: "Void if not cashed within one year of issuance." On a monthly basis, the Treasurer/Collector will identify all uncashed checks older than 30 days and attempt to resolve them using the procedures outlined below. Furthermore, at the start of each calendar year, the Treasurer/Collector and Town Accountant will work together to resolve accumulated tailings, either by prompting the actual pay out or through escheatment to the Town.

PROCEDURES

A. Monthly Review

Once a month, as part of the bank reconciliation, the Treasurer/Collector will identify all the uncashed checks in the bank statements and enter them into a log of outstanding checks. The Treasurer/Collector will then determine which checks in the log are outstanding 30 days or more after issuance. The Treasurer/Collector will email the department head associated with each such check to follow up with the employee or vendor payee. The department head will attempt to contact the payee by phone to determine why the check has not been cashed. For all checks still outstanding two weeks after notifying the departments, the Treasurer/Collector will send an uncashed check notice to each payee at his or her last known address.

Also once a month, the Treasurer/Collector will identify all checks that are uncashed more than one year after issuance and notify the bank to stop payment on them. After this point, the checks may still be claimed by the payees but will require reissuance. The Treasurer/Collector will provide a report of the stop-paid checks to the Town Accountant, who will then record the funds as abandoned property liability in the general ledger.

B. Yearly Review

In the month of [January] each year, the Treasurer/Collector will review the accumulated inventory of stop-paid tailings and do the following:

1. List the unclaimed checks on the Town's website for a minimum of 60 days under the heading: "Notice of names of persons appearing to be owners of funds held by the Town and deemed abandoned." Along with payee names, this notice will detail the process to claim funds and set a deadline for making a claim not less than 60 days after the initial posting date of the notice on the website.
2. For all checks still unclaimed after the website deadline, publish a notice of the checks in the Newburyport Daily News. This notice will be in the same form as the website posting and state a new claim deadline not less than 60 days after the publication date.
3. After 60 days lapse from the newspaper publication, send a notice of all unclaimed funds under \$100 to the Town Accountant. For those \$100 or greater, publish a second notice in the Daily News with the same language as the previous except that it provides a deadline for claiming the funds at least one year after the new publication date.
4. Schedule a calendar prompt one year after the second publication date to review the checks and notify the Town Accountant of all those that are still unclaimed at that time.

C. Escheatment

Upon receipt of either notice from the Treasurer/Collector described in Section B above, the Town Accountant will escheat the listed funds. This involves reversing the abandoned property liability and recognizing the funds as revenue.

D. Check Claiming

At any point prior to escheatment, if a payee contacts the Treasurer/Collector to claim a check, the Treasurer/Collector will review the claim for validity and timeliness. If deemed appropriate, the Treasurer/Collector shall submit the claimed amount to the Town Accountant for inclusion on the next disbursement warrant.

E. Audit

All activity related to tailings is subject to audit by the Town Accountant and Town's independent auditor.

REFERENCES

[M.G.L. c. 200A, § 9A](#)

West Newbury policies on Disbursements and Reconciliations

Massachusetts Collectors & Treasurers Association: [Treasurer's Manual](#)

EFFECTIVE DATE

This policy was adopted on [date].

TAX ENFORCEMENT

PURPOSE

To provide guidance for equitably enforcing tax obligations and set expectations for both the Town and taxpayers, this policy clearly defines when and how the Town will transition unpaid property taxes from tax title through to foreclosure. It is in the best interest of the Town and its residents that property taxes be paid when due. The Town budget is set in anticipation of the collection of taxes, and taxes not paid by some property owners shift the cost burden onto others. The Town recognizes that individuals may go through periods of financial difficulty, but any taxpayer who becomes delinquent will be encouraged to find alternative resources to pay in full as soon as possible.

APPLICABILITY

This policy applies to the job duties of the Treasurer/Collector, including the responsibility for managing services contracted through the Town's tax title attorney. Tax enforcement applies to all Town real estate property owners whose taxes or water charges are not exempt.

POLICY

The Town intends to timely pursue all legal methods to collect taxes from delinquent property owners with the aim of achieving a target [99] percent property tax collection rate by fiscal year-end. A tax delinquency is defined as a bill outstanding at least one year and one day after its final due date, and represents a lien on property that remains in effect until all taxes, interest, and fees have been paid in full. The costs of all collection methods are added to the real estate tax bill and property lien. The Town will also periodically pursue foreclosure actions with the primary objective of receiving all monies due.

A. Demands

Final taxes are due to be paid as of May 1 each year (the due date for the fourth quarter tax bill). No later than June 1, the Treasurer/Collector will issue demand notices to all assessed property owners who have failed to pay in full, have not been granted full exemptions, and do not have automatic stays on record due to bankruptcy filings.

B. Tax Taking

The Treasurer/Collector will begin the tax taking process within [60 days] of the demand notice. State law allows the process to begin as soon as 15 days after the demand, but, in every case, the Treasurer/Collector must complete the takings within 3½ years from the end of the fiscal year for which the taxes were assessed to secure, or perfect, the tax liens. The Treasurer/Collector shall carefully document the taking process to preserve the Town's rights for future actions.

The Treasurer/Collector will send at least one enforcement letter to delinquent property owners as a courtesy to potentially avoid a tax taking advertisement. If this does not result in full remittance by [September 1], the Treasurer/Collector will publish a Notice of Tax Taking in a local newspaper and post the notice in two or more convenient, public places. The Town customarily publishes in the Newburyport Daily News. In addition, the Treasurer/Collector posts notices on bulletin boards at town hall and the library. From this point forward only cash, certified check, or cashier's check are acceptable forms of payment.

Within 60 days of the tax taking announcements, the Treasurer/Collector shall prepare an Instrument of Taking form for each delinquent property and record it at the Registry of Deeds, the recording of which perfects the tax lien. After receiving the recorded Instruments back from the Registry, the Treasurer/Collector will notify the affected property owners of the liens by sending each of them a letter and a photocopy of the Instrument. The Treasurer/Collector will provide copies of the List of Recorded Takings to the Town Accountant and Town Manager.

C. Subsequent Taxes

After the demand bill and before June 15 each year, the Treasurer/Collector will certify all unpaid taxes and charges for parcels of real estate taken into tax title for nonpayment of taxes in prior years and not yet redeemed and put them in a Subsequent Tax Takings report. The Treasurer/Collector will provide copies of the report to the Town Accountant and Town Manager and retain one on file.

D. Interest, Fees, and License Revocation

All delinquent taxpayers are subject to charges, which the Treasurer/Collector will add to their accounts. These include interest accrued to the date of tax taking, advertising fees, certified mailing costs, legal fees, and all recording fees.

The Treasurer/Collector will create a list of all the individuals who are delinquent in paying taxes or other charges to the Town departments, boards, and committees that issue licenses and permits in accordance with the Town bylaws. These authorities will review the list to deny, suspend, or revoke delinquent taxpayers' licenses and permits.

E. Tax Title Payment Agreements

This section is subject to the adoption of a tax title payment agreement bylaw, [M.G.L. c. 60, § 62A](#).

The Treasurer/Collector will pursue and establish payment agreements for parcels in tax title to allow delinquent taxpayers to pay off their tax liens over time. The Treasurer/Collector will actively monitor compliance with all such agreements, which will have the following features in common:

- *Signed agreement between the Treasurer/Collector and taxpayer*
- *Upfront payment of at least 25 percent of the full balance owed*
- *Specific amount to be paid each month*
- *Incorporation of payments for the current tax bill*
- *Agreement term not exceeding five years*
- *Statement that defaulting on the agreement will immediately trigger foreclosure action by the Town*

For taxpayers that fully comply with their payment agreements, the Treasurer/Collector will waive [50 percent] of the interest accrued on their tax title accounts.

F. Redemption or Foreclosure

The primary policy goal of the Town's foreclosure process is to receive the outstanding amounts owed. At least once every year, the Treasurer/Collector will review all tax title properties that are older than 180 days and do not have payment agreements or bankruptcy recordings. From these, the Treasurer/Collector will identify all properties of significant value to process for potential foreclosure in Land Court. To do this, the Treasurer/Collector will thoroughly verify the properties' enforcement histories before referring them to the tax title attorney, beginning with those having the largest dollar value of taxes owed.

As manager of the service contract, the Treasurer/Collector will ensure the tax title attorney complies with the objectives laid out in this policy section. The Treasurer/Collector will work with the tax title attorney to prepare parcels in tax title status for foreclosure, beginning by providing each Instrument of Taking. The tax title attorney will research the tax title properties and also mail new collection enforcement letters to the taxpayers telling them of the importance of redeeming the property and warning of potential foreclosure action.

If a taxpayer or other party pays the outstanding amount on a tax title property, the Treasurer/Collector will prepare an Instrument of Redemption and file it at the Registry of Deeds, which removes the lien. Redemption can only be done prior to the property being foreclosed. If the obligation remains unpaid, the tax title attorney will proceed with foreclosure action in Land Court, possibly resulting in auctioning of the property.

In addition to Land Court foreclosure referrals, the Treasurer/Collector is responsible for completing foreclosures on any properties below the "Land of Low Value" threshold, which is annually updated each spring by the Division of Local Services (DLS).

REFERENCES

[M.G.L. c. 60, § 6](#)

[M.G.L. c. 60, § 16](#)

[M.G.L. c. 60, § 50](#)

[M.G.L. c. 60, § 53](#)

[M.G.L. c. 60, § 54](#)

[M.G.L. c. 40, § 57](#)

[M.G.L. c. 60, § 61](#)

[M.G.L. c. 60, § 62](#)

[M.G.L. c. 60, § 62A](#)

[M.G.L. c. 60, § 63](#)

[M.G.L. c. 60, § 76](#)

[M.G.L. c. 60, § 77](#)

[M.G.L. c. 60, § 79](#)

[M.G.L. c. 60, § 80](#)

West Newbury bylaws Section XIII Local License or Permit Affected By Non-Payment of Local Taxes

DLS Best Practice: [Enforcing Collections](#)

DLS Informational Guideline Releases 05-208: [Payment Agreements and Tax Receivable Assignments](#) and [Land of Low Value Foreclosure Valuation Limit](#) updated annually

Massachusetts Collectors & Treasurers Association: [Treasurer's Manual](#) and [Collector's Manual](#)

EFFECTIVE DATE

This policy was adopted on [date].

TAX RECAPITULATION

PURPOSE

To ensure the Town timely and appropriately charges taxes to property owners in support of the annual budget, this policy sets forth the roles, responsibilities, and deadlines associated with the tax recapitulation (i.e., “tax recap”) process. A timely and accurate annual tax recap helps ensure the Town complies with state statutes, prevents workflow disruptions in its financial offices, and avoids any temporary borrowing costs associated with cash shortfalls.

APPLICABILITY

This policy applies to the Board of Selectmen and Town Manager in their policymaking and management responsibilities and to the Board of Assessors in its role as principal overseer of the tax recap process. It also applies to the related job duties of the Town Accountant, Chief Assessor, Treasurer/Collector, and Town Clerk.

BACKGROUND

The property tax levy is West Newbury’s largest source of revenue, which therefore makes the tax recap a vital component of the Town’s fiscal operations. The Assessing Department oversees two core phases: property valuation and tax rate setting. However, the full process begins with town meeting, involves many other local officials, and requires careful management, teamwork, and cooperation.

The tax recap forms and schedules present the Town’s annual budget plan for the fiscal year. They summarize all appropriations made by town meeting since the previous year’s tax rate was set and identify all non-property-tax revenue sources, such as state aid, local receipts, and reserves. The difference between these revenue sources and the total budgeted appropriations must be raised through the property tax levy.

By completing the tax recap and submitting it to the Division of Local Services (DLS) for approval, the Town establishes its property tax levy and sets the tax rate for the year. The Town may issue actual tax bills only after DLS reviews the tax recap and approves the tax rate.

POLICY

At the Town Manager’s direction, West Newbury’s financial team will annually complete the tax recap process no later than [November 30]. The Treasurer/Collector will provide the tax bill file to the print vendor by [December 10] and mail the actual tax bills by December 31. The Town Manager will develop a realistic plan and timetable to meet these deadlines and keep the Board of Selectmen apprised of progress.

A. Preparation and Town Meeting

A successful tax recap process starts with a balanced annual budget, valid funding sources, and proper town meeting actions, which will be accomplished as follows:

- The Board of Selectmen, through the Town Manager and Town Counsel, will assure the production of a properly written town meeting warrant that will allow town meeting voters,

under the Town Moderator's oversight, to properly authorize annual budget appropriations funded by specific revenue sources (e.g., raise and appropriate, free cash, stabilization).

- The Board of Selectmen will ensure that any annual increase in the tax levy does not exceed the maximum allowed under Proposition 2½.
- The Town Accountant, Town Manager, and Board of Selectmen will verify that the proposed budget is balanced.
- The Town Accountant will prepare a schedule of funds available for appropriation by town meeting.
- The Treasurer/Collector and Town Counsel will ensure any debt issuance authorizations are proper.
- The Board of Selectmen will ensure that any proposal for a general override, debt exclusion, or capital exclusion is properly presented in the town meeting warrant and, if passed, put to a town-wide referendum.

Whereas the budget is typically adopted at the spring town meeting, all appropriations and borrowings approved at this and any or other town meetings not recorded in the previous tax rate must be included in the current tax recap process.

B. Recording Legislative Actions

To allow time for any required corrective measures, the following tasks will be completed within [two weeks] after town meeting:

- The Town Clerk will certify all appropriations approved since the last tax rate was set.
- The Town Accountant will reconcile all votes and authorized amounts.
- The Town Clerk, with the Town Accountant's assistance, will enter all town meeting appropriation votes by article into the DLS Gateway system (page 4 of the tax recap).
- From the certified town meeting authorizations, the Town Accountant will complete the following Gateway forms:
 - enterprise estimated revenues and appropriations (Schedule A-2)
 - revolving funds (Form A-3)
 - community preservation fund estimated revenues and appropriations (Form A-4)
 - free cash used (Form B-1)
 - available funds used (Form B-2)
- When applicable, the Treasurer/Collector will prepare the debt exclusion report, including any use of reserved bond premiums (Form DE-1), and report any reserved bond premium amounts used as funding sources (Form B-2).
- In accordance with West Newbury's Indirect Cost Allocation policy, the Town Accountant will include all of the Water Department's indirect costs appropriated in the general fund in part 2. b. of Schedule A-2.
- When applicable, the Town Accountant will include the free cash voted to reduce the current tax rate on page 2 of the tax recap.

C. Tax Recap Entries done after the Fiscal Year-end Closing

Within [two weeks] of closing the books for the fiscal year, the Town Accountant will do the following to complete the tax recap:

- Report and document all deficits or other expenditures that must be funded, including debt and snow and ice (page 2 of the tax recap)
- Record the actual amounts received for each type of local receipt (page 3, column (a) of the tax recap and column (a) section 1 on Schedule A-2)
- Enter estimated local receipts using the revenue projections from the final budget approved at town meeting (page 3, column (b) of the recap and column (b) section 1 on Schedule A-2)
- Enter the actual community preservation fund revenues for the prior fiscal year (Form A-4)
- Enter the actual enterprise revenues for the prior fiscal year (Schedule A-2)

D. Property Value Certification

Assessors must value all taxable real and personal property and must classify each property into one of four classes (residential, open space, commercial/industrial, or personal) based on use as of January 1. To do this, the Chief Assessor will:

- Complete the property sales report (Form LA-3) for all sales over \$1,000 and submit it to DLS for approval.
- Analyze market conditions and set final property values in compliance with DLS certification standards.
- Report the total assessed valuation for real and personal property by class (Form LA-4, which is transferred to page 1 of the tax recap).
- Report fiscal year tax base growth used to determine the levy limit under Proposition 2½ (Form LA-13, which is transferred to the Levy Limit Worksheet).
- Update any prior-year omitted and revised assessments that included growth (Form LA-13A, which is transferred to the Levy Limit Worksheet).

The Chief Assessor will submit the above forms to DLS for review and certification.

E. Tax Rate Setting

After DLS has certified property values, the Board of Selectmen will hold a public hearing to decide tax policy. At this classification hearing, the Board of Selectmen may vote for a single tax rate, which thereby allocates the tax levy proportionately across all property classes, or for a shift the tax burden between the four classes. Leading to this hearing, the following must be done:

- The Chief Assessor and Town Accountant prepare an overlay analysis (Form OL-1).
- The Board of Assessors estimates and votes the amount of overlay to raise.
- The Board of Assessors prepares a financial analysis of the various tax alternatives.
- The Board of Selectmen votes on residential, small commercial, and open space exemptions.
- The Board of Selectmen acknowledges excess levy capacity (Form LA-5).
- The Town Clerk attests to notice having been given to taxpayers regarding the public hearing (Form LA-5).

F. Review and Submittal to DLS

The Board of Assessors, working through the Chief Assessor, is responsible for submitting all forms and supporting documents to DLS for tax rate approval. To do this:

- The Chief Assessor and Town Accountant will review all schedules, verify signatures, and verify that all proper documents are attached.
- The Town Accountant will ensure that all budget authorizations are represented and clearly reconcile to the amounts reported in the tax recap schedules.

G. Tax Commitment Creation

After DLS notifies the Town that the tax rate has been approved, the Chief Assessor will create a tax commitment list and warrant duly signed by the Assessing Board members and refer it to the Treasurer/Collector to generate the actual tax bills.

REFERENCES

West Newbury policies on Forecasting, Indirect Cost Allocation, and Year-end Closing

DLS Training Publications: [New Officials Financial Handbook](#) and [Assessors Course 101 Handbook Chapter 5: Setting the Tax Rate](#)

EFFECTIVE DATE

This policy was adopted on [date].

Town of West Newbury Finance Department Policy on Wage Overpayments

Wage Overpayments

Identification and Reporting:

Any individual who knows or believes that an employee has been overpaid should contact the Town of West Newbury Finance Department immediately.

The Finance Department will research the possible overpayment. If the Finance Department determines that an employee has been overpaid, they will make a report the overpayment to the Board of Selectmen.

Verification and Calculation

The Finance Department will investigate and prepare an analysis worksheet showing the amount of the overpayment.

The Policy/The Law

Repayment of all wage overpayments will be pursued. Repayment is expected in full. The Board of Selectmen is the authorizing body to make any final decision should repayment be written off or repaid in an amount less than the full amount.

Federal law treats wage overpayments the same as any other wages the employee might have received. As long as the employee repays the overpayment within the same taxable year that the overpayment is made, all taxes may be refunded and the employee's W-2 may reflect the correction for the repayment of the overpayment. If, however, the repayment is received after the end of the tax year in which the overpayment is made, the W-2 cannot be changed for Federal Income or State Taxes. Only Social Security taxes can be refunded.

Because of these federal law circumstances, if the repayment is made in the same year as the overpayment, the Finance Department will request "net pay" as the reimbursable amount. If the repayment is not made until a later tax year, federal law requires the Finance Department to request "gross pay" as the reimbursable amount.

Repayment Process

The Finance Department will prepare a letter to be given to the employee that explains the cause and amount of overpayment and requests immediate repayment. This letter will constitute the "notification of overpayment".

Repayment should be made in full immediately. However, some overpayments may be substantial and an immediate repayment may be a financial burden to the employee. The Finance Department will work with the employee to identify a mutually agreeable repayment solution.

Immediate Full Repayment

If the employee makes immediate, full restitution, the repayment will be sent to the Finance Department immediately. The Finance Department will process the deposit and the adjusting payroll transactions to the appropriate account for the repayment.

In the event that the payment is for a previous year, the deposit will be made into the "Miscellaneous Non-Recurring Revenue account per the Department of Revenue.

Uncooperative/Non-response

Should the employee not respond within 30 days of "notification of overpayment" or should the employee respond negatively to the request for repayment of any wage overpayment, the Finance Department will notify the Board of Selectmen.

**Town of West
Newbury Finance
Department**

Notification of Overpayment

Date

**Name
Address**

To Whom It May Concern:

Please be advised that we have identified you as having received an overpayment of wages in the following fiscal year/s: _____ . This overpayment was the result of _____ .

As it is the policy of the Finance Department to collect any wage overpayments that are identified, repayment is expected in full.

Please contact the Finance Department to work out a mutually agreeable repayment solution as soon as possible.

Sincerely,

**Finance Department
Town of West Newbury**

**Town of West
Newbury Finance
Department**

**Guarantee of
Payment for
Payroll Overpayment**

agree to repay the amount of \$

Name of employee or former employee

Amount due

**to the Town of West Newbury Finance Department for the overpayment made to
me for:** (Reason for overpayment)

I will pay the amount as follows:

**This agreement to reimburse the Town of West Newbury Finance Department for
payroll overpayment is signed:**

Employee/Past Employee Signature

Date _____

Authorized Payroll Signature

Date _____

YEAR-END CLOSING

PURPOSE

To ensure local officials have accurate financial data in adequate time to make necessary budgetary decisions, the Town must properly close its books promptly after the fiscal year ends. Failure to adhere to a timely schedule delays the completion of closing entries, trial balances, reconciliations, account analyses, and financial reporting. As an important reserve, the Town's annual free cash cannot be certified expeditiously and accurately unless applicable employees adhere to best practice year-end schedules and procedures. To meet these objectives, this policy specifies the tasks that must be completed, their associated deadlines, and the parties responsible.

APPLICABILITY

This town-wide policy applies to the responsibilities of all department heads in managing and reporting on their budgets and assets. It further applies to the related year-end compilation, reconciliation, and/or oversight duties of the Town Manager, Town Accountant, and Treasurer/Collector. Additionally, it pertains to the budget transfer authority of the Board of Selectmen and Finance Committee.

POLICY

The Town Manager will hold every department head accountable for timely and accurately completing the year-end tasks applicable to each as outlined in this policy. Annually no later than May 15, the Town Manager will email this policy to all department heads as a reminder of year-end expectations. The Town Manager will subsequently oversee the coordination of the various year-end task components under the time frames and procedures outlined below. All facets of the year-end closing detailed here will be accomplished no later than October 31 each year.

A. Review of Grant Balances, Other Special Appropriations, and Special Revenue Accounts

By May 15, the Town Accountant will distribute management reports of all grant, special appropriation, and special revenue accounts to the responsible department heads to solicit status updates on them. Department heads will notify the Town Accountant in writing of any completed project with an unexpended balance so that she may close its account to fund balance (or to a special revenue source, if appropriate). Alternatively, if any completed project's account is in deficit, the department head will notify the Town Accountant in writing, provide funding source(s), and state when it will be resolved so that she can plan for closing the account.

The Town Accountant will carefully review any special appropriation account remaining open but inactive in the general ledger for more than two fiscal years to ensure it does not serve as an unauthorized special revenue funding source.

B. Year-end Encumbrances

By June 1, the Town Accountant will email all department heads advising them to submit all available invoices by June 30 and to provide notification of any pending obligations remaining from the fiscal year. With proper documentation, the Town Accountant will only encumber funds that have been committed to specific purchases (by purchase orders), services (by service agreements), projects (by contracts), or salary as of June 30.

C. Capital Project Reviews, Capital Asset Updates, and Borrowings

As of March 1, the Town Accountant will review all capital project accounts to ensure that any internal borrowings done in anticipation of short- or long-term debt issuances have been covered. For any identified deficits:

- If debt had been authorized, the Town Accountant will direct the Treasurer/Collector to initiate a short-term borrowing in an amount sufficient to cover the deficit no later than June 30.
- If debt had not been authorized, the Town Accountant will refer the shortfall to the Town Manager to either submit it for a debt authorization or appropriation from available funds by town meeting or for a line-item transfer by the Board of Selectmen and Finance Committee (see section D below).

By June 15, the Town Accountant will distribute via email a capital asset list to department heads along with next-step instructions. By no later than August 1, each department head with capital assets will respond by forwarding to the Town Accountant an asset update report with notes confirming the existing data, making additions, and/or noting appropriate deletions, along with narrative explanations. The Town Accountant will update the Town's capital asset inventory based on the returned information.

D. Year-end Transfers

The Town Accountant will pay close attention to any appropriation deficits that may be rectified through line-item transfers and notify the Town Manager. No earlier than May 1 and no later than July 15, the Town Accountant will put any necessary transfer request on the Finance Committee's meeting agenda(s), followed by the Board of Selectmen's meeting agenda(s), for their authorizations by majority votes.

E. Closing the Books

No later than August 31, the Town Accountant will do the following to close the books:

- Conduct a reconciliation of each fund type in turn, including transfers between funds, and when completed, close each fund in the general ledger.
- Zero out all open encumbrances from the prior fiscal year.
- Verify the new opening balances of all special revenue funds.
- Calculate the general fund's unreserved fund balance.

F. Submissions to the Division of Local Services (DLS)

Submissions to DLS will comply with the time frames listed below.

Town Accountant:

- | | |
|---|--------------|
| ▪ Snow and ice data sheet | September 15 |
| ▪ Community preservation surcharge report (CP-1)
(with the Chief Assessor) | September 15 |
| ▪ Combined balance sheet and supporting documents | September 30 |

- Community preservation fund report (CP-2) October 31
- Schedule A October 31

Town Accountant and Treasurer/Collector:

- Statement of indebtedness September 30
- Treasurer's year-end cash report September 30
- Cash reconciliation September 30
- Schedule of outstanding receivables September 30

REFERENCES

[M.G.L. c. 44, § 33B](#)

[M.G.L. c. 44, § 64](#)

[M.G.L. c. 59, § 5](#)

West Newbury policies on Tax Enforcement, Grants Management, and Reconciliations

DLS Informational Guideline Release 17-13: [Appropriation Transfers](#)

Governmental Accounting Standards Board Statement 1: [Objectives of Financial Reporting](#)

Government Finance Officers Association Guidance: [Timely Financial Reporting](#)

EFFECTIVE DATE

The policy was adopted on [date].

APPENDIX

POLICY LOG

Policy	Adopted	Reviewed	Amended
Antifraud			
Capital Planning			
Debt Management			
Disbursements			
Employee Reimbursement			
Financial Reserves			
Forecasting			
Grant Management			
Indirect Cost Allocation			
Investments			
OPEB Liability			
Overlay			
Procurement Conflict of Interest			
Reconciliations			
Revenue Turnover			
Tailings			
Tax Enforcement			
Tax Recapitulation			
Year-end Closing			

**MASSACHUSETTS COLLECTORS & TREASURERS ASSOCIATION
ANNUAL SCHOOL HANDOUTS, COURSE 202** (Modified for West Newbury)

Please note: Since the MCTA distributed the below policy statement at its Annual School in August 2016, [M.G.L. c 44 § 55](#) was modified to allow investment in certificates of deposit for up to three years. This version of the statement has been updated accordingly.

TOWN OF WEST NEWBURY, MA
INVESTMENT POLICY STATEMENT

The primary purpose of this Investment Policy Statement (IPS) is to provide a clear understanding between the Town of West Newbury and [Investment Manager/Advisor] regarding the objectives, goals, risk tolerance, and investment guidelines established for the investment of town funds. The secondary purpose is to describe for the Office of Treasurer/Collector, the public and staff the underlying logic and philosophy supporting this Statement.

I. The Investment of General Funds, Special Revenue Funds, Enterprise Funds, and Capital Projects Funds

A. Scope

This section applies only to short term operating funds such as general funds, special revenue funds, enterprise funds, bond proceeds and capital project funds. Section II deals with trust funds and any other funds with special circumstances, such as stabilization funds. The Essex Regional Retirement Board is responsible for the investment of the Town's pension funds.

B. Investment Instruments

Note: Public investments in Massachusetts are not protected through provisions in state law. Therefore, they are largely uncollateralized. Many banking institutions are willing to put up collateral, albeit at a cost to the entity, resulting in a lower interest rate. The Treasurer/Collector negotiates for the highest rates possible, consistent with safety principles.

The Treasurer/Collector may invest in the following instruments:

- Massachusetts State pooled fund: Unlimited amounts (pool is liquid). The Massachusetts Municipal Depository Trust (MMDT), an investment pool for state, local, county and other independent governmental authorities, is under the auspices of the State Treasurer. It invests in bankers acceptances, commercial paper of high quality, bank certificates of deposit, repurchase agreements (repos), and U.S. Treasury obligations. It has Federal Deposit Insurance Corporation (FDIC) pass-through insurance on the CD's up to the standard limits and takes delivery on the repos and U.S. Treasuries. Under the Government Accounting Standards Board's regulations, it is not considered an uncollateralized product.
- U.S. Treasuries that will be held to maturity: Unlimited amounts (up to one year maturity from date of purchase)
- U.S. Agency obligations that will be held to maturity: Unlimited amounts (up to one year maturity from date of purchase)
- Bank accounts or certificates of deposit (CDs) (up to three years) which are fully collateralized through a third party agreement: Unlimited amounts.

- Bank accounts and CDs (up to three years) insured by FDIC up to the coverage limit. All bank accounts and CDs in one institution are considered in the aggregate for the insurance coverage limit. In some cases, banking institutions carry additional insurance. Depository Insurance Fund: Contact banking representative for amounts of coverage.
- Unsecured bank deposits of any kind such as other checking, savings, money market, or CD accounts at banks that do not fit the above categories. These investments are subject to the following limitations: No more than 5% of an institution's assets and no more than 25% of a Town's cash may be comprised of unsecured bank deposits. This percentage maybe increased for not more than 30 days during times of heavy collection or in anticipation of large payments that will be made by the Town in the near future. These payments may be for such items as debt service payment or regional school assessments. Their creditworthiness will be tracked by Veribanc, or other bank creditworthiness reporting systems. They will be diversified as much as possible. CDs will be purchased for no more than one year and will be reviewed frequently.
- Money market mutual funds registered with the Securities and Exchange Commission that have received the highest possible rating from at least one nationally recognized statistical rating organization and as otherwise referenced in the Massachusetts General Law Chapter 44 Section 55.

C. Diversification

Diversification should be interpreted in two ways: in terms of maturity as well as instrument type and issuer. The diversification concept should include prohibition against overconcentration of maturities, as well as concentration in a specific institution. With the exception of U.S. Treasury obligations or investments fully collateralized by U.S. Treasuries or agencies and state pools (MMDT), no more than 10% of the Town's investments shall be invested in a single financial institution.

D. Authorization

The Treasurer/Collector has authority to invest entity funds, subject to the statutes of Massachusetts General Law Chapter 44 Section 55, 55A, & 55B.

E. Restrictions

Chapter 44, Section 55 set forth several restrictions that the Treasurer/Collector must be aware of when making investment selections.

- A Treasurer/Collector shall not at any one time have on deposit in a bank or trust company an amount exceeding 60% of the capital and surplus of such bank or trust company, or banking company, unless satisfactory security is given to it by such bank or trust company, or banking company for such excess.
- The Treasurer/Collector shall not make a deposit in any bank, trust company or banking company with which he or she is, or for any time during the three years immediately preceding the date of any such deposit was, associated as an officer or employee.
- All securities shall have a maturity from date of purchase of one year or less.
- Purchases under an agreement with a trust company, national bank or banking company to repurchase at not less than original purchase price of said securities on a fixed date shall not exceed ninety days.

F. Legal References

Massachusetts General Law Chapter 44, Section 55

Massachusetts General Law Chapter 44, Section 55A
Massachusetts General Law Chapter 44; Section 55B

II. The Investment of Long-term Funds

A. Scope

This section applies only to funds that are designated as long-term, i.e., trust funds, stabilization funds, cemetery perpetual care, community preservation funds, and other funds the Town may have set aside for long term use.

All accounts will be maintained separately, thereby receiving their proportionate interest and any realized and unrealized gains or losses. The account will be established as a pooled investment portfolio unless otherwise stated. Any additional accounts will be maintained in this same manner.

B. Authority

Massachusetts General Law Chapter 44, Section 54 pertains to the investment of trust funds. All trust funds shall fall under the control of the Treasurer/Collector unless otherwise provided or directed by the donor.

C. Investment Instruments

M.G.L. Chapter 44 Section 54 states that money should be deposited into savings bank, trust companies incorporated under the laws of the Commonwealth, banking companies incorporated under the laws of the Commonwealth which are members of the Federal Deposit Insurance Corporation, or national banks, or invested in participation units in a combined investment fund under section 38A of chapter 29, or in a paid-up shares and accounts of and in cooperative banks, or in shares of savings and loan associations or in share or savings deposits of federal savings and loan associations doing business in the Commonwealth.

Additionally the Town may invest such funds in securities, other than mortgages or collateral loans, that are legal for the investment of funds of savings banks under the laws of the Commonwealth; provided, that not more than fifteen percent (15%) of any such trust funds shall be invested in bank stocks and insurance company stocks, nor shall more than one and one-half percent (1½%) of such funds be invested in the stock of any one bank or insurance company.

The Treasurer/Collector may invest in the following instruments:

- U. S. Treasuries that maybe sold prior to maturity: Unlimited amounts (with no limit to the length of maturity from date of purchase)
- U.S. Agency obligations that maybe sold prior to maturity: Unlimited amounts (with no limit to the length of maturity from date of purchase)
- Bank accounts or CDs: Unlimited amounts (with no limit to the length of maturity from date of purchase), which is fully collateralized through a third party agreement:
- Bank accounts and CDs: (with no limit to the length of maturity from date of purchase) fully insured by F.D.I.C. and in some cases also Depository Insurance Fund of Massachusetts. All bank accounts and CDs in one institution are considered in the aggregate to receive the insurance coverage limit.
- Unsecured bank deposits of any kind such as other checking, savings, money market, or CD accounts at banks that do not fit the above categories. These investments are subject to the

following limitations: These investments will be limited to no more than 5% of an institution's assets and no more than 25% of the Town's cash. This percentage may increase for not more than 30 days during times of heavy collection or in anticipation of large payments that will be made by the Town in the near future. These payments may be for such items as debt service payment or regional school assessments. Their creditworthiness will be tracked by Veribanc, or other bank credit worthiness reporting systems. They will be diversified as much as possible. CDs will be purchased with no limit to the length of maturity from the date of purchase and will be reviewed frequently.

- Common and preferred stock that are listed in the List of Legal Investments.
- Investment funds that are listed in the List of Legal Investments.
- All other items not separately identified here that are listed in the List of Legal Investments.

D. Standards of Care

The standard of prudence to be used by the Treasurer/Collector shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. The Treasurer/Collector acting in accordance with written procedures and this IPS, and exercising reasonable due diligence, shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided the purchases and sale of securities is carried out in accordance with the terms of this IPS.

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment considering the probable safety of their capital as well as the probable income to be derived.

In addition this section would also apply to M.G.L. Chapter 44 Section 55A which refers to the liability of the Treasurer/Collector for losses due to bankruptcy.

E. Diversification

Diversification should be interpreted in two ways: in terms of maturity as well as instrument type and issuer. The diversification concept should include prohibition against overconcentration of maturities, as well as concentration in a specific institution, with the exception of U.S. Treasury obligations or investments fully collateralized by U.S. Treasuries or agencies.

F. Legal References

Massachusetts General Law Chapter 44, Section 54
Massachusetts General Law Chapter 44, Section 55A
Massachusetts General Law Chapter 44, Section 55B

Trust funds may be comingled and invested in any instruments allowed by the Massachusetts List of Legal Investments issued by the Banking Commissioner each July. Each trust fund must be accounted for separately. Chapter 44 Section 54 sets forth that Treasurer/Collectors may invest in instruments that are legal for savings banks. This list of investments is included in the List of Legal Investments, Chapter 167 Section 15A.

III. General Provisions

A. Objective

Massachusetts General Laws, Chapter 44, Section 55B requires the Treasurer/Collector to invest all public funds except those required to be kept uninvested for purposes of immediate distribution.

This section also requires that invested funds are to be placed at the highest possible rate of interest reasonably available, taking into account the acceptable levels of safety, liquidity and yield. Therefore, these guidelines are intended to further the objective of securing the highest reasonable return available that is consistent with safety of principal while meeting the daily cash requirements for the operation of the entity's business.

- Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to preserve capital through the mitigation of credit risk and interest rate risk. These risks shall be mitigated by the diversification and prudent selection of investment instruments, and choice of depository. Credit risk is the risk of loss due to the failure of the security issuer or backer. Interest rate risk is the risk that the market value of the security will fall due to changes in general interest rates.
- Liquidity is the next most important objective. The overall investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. Since all possible cash demands cannot be anticipated, the Treasurer/Collector shall attempt to carry out investment activities in a manner that provides for meeting unusual or unexpected cash demands without requiring the liquidation of investments that could result in forfeiture of accrued interest earnings, and loss of principal in some cases.
- Yield is the third, and last, objective. Investments shall be undertaken so as to achieve a fair market average rate of return taking into account safety and liquidity constraints as well as all legal requirements.

B. Risk Tolerance

➤ Credit Risk

"Credit risk" is the risk that an issuer or other counterparty to an investment will not fulfill its obligations.

The Town will manage credit risk several ways. There will be no limit to the amount of U.S. Treasury and U.S. Government Agency obligations. In regards to other investments, the Town will only purchase investment grade securities with a high concentration in securities rated A or better. The Town may invest in the Massachusetts Municipal Depository Trust (MMDT) with no limit to the amount of funds placed in the fund. The Town may place funds in banking institutions as stated in Section C of this IPS.

➤ Custodial Risk

The "custodial credit risk" for deposits is the risk that, in the event of the failure of a depository financial institution, a municipality will not be able to recover deposits or will not be able to recover collateral securities that are in the possession of an outside party. The custodial credit risk for investments is the risk that, in the event of the failure of the counterparty to a transaction, a municipality will not be able to recover the value of investment or collateral securities that are in the possession of an outside party.

The Town will review the financial institution's financial statements and the background of the Advisor. The intent of this qualification is to limit the Town's exposure to only those institutions with a proven financial strength, capital adequacy, and overall affirmative reputation in the municipal industry. Further, all securities not held directly by the Town will be held in the Town's

name and tax identification number by a third-party custodian approved by the Treasurer/Collector and evidenced by safekeeping receipts showing individual CUSIP numbers for each security.

➤ Concentration of Credit Risk

"Concentration of credit risk" is the risk of loss attributed to the magnitude of a government's investment in a single issuer.

The Town will minimize concentration of credit risk by diversifying the investment portfolio so that the impact of potential losses from any one type of security or issuer will be minimized.

➤ Interest Rate Risk

"Interest rate risk" is the risk that changes in interest rates will adversely affect the fair value of an investment.

The Town will manage interest rate risk by managing duration in the account.

➤ Foreign Currency Risk

"Foreign currency risk" is the risk that changes in foreign monetary exchange rates will adversely affect the fair value of an investment or a deposit.

The Town will limit investment in any instrument exposed to foreign currency risk.

C. Ethics

The Treasurer/Collector shall refrain from any personal activity that may conflict with the proper execution of the investment program or which could impair or appear to impair ability to make impartial investment decisions. Said individuals shall disclose to the Board of Selectmen any material financial interest in financial institutions that do business with the Town. They shall also disclose any large personal financial investment positions or loans that could be related to the performance of the Town's investments.

D. Relationship with Financial Institutions

Financial institutions should be selected first and foremost with regard to their financial soundness and stability. The Town subscribes to the Veribanc Rating Service to evaluate the banking institutions with which it chooses to establish relationships. Brokers should be recognized, reputable dealers and members of the Financial Industry Regulatory Authority.

In instances where the Town does not purchase the Veribanc Rating Service, the Treasurer/Collector should request the banking institution's Veribanc rating from all of the banking institutions that are working with the Town on a quarterly basis.

When using the Veribanc Rating Service, the Treasurer/Collector may invest in such banks that show a green rating in a particular quarter. If a rating is yellow, the Treasurer/Collector should contact the appropriate banking institution and request in writing an explanation of the change in rating and the expected timetable for it to be changed to green. If for a second quarter such rating is not green, the Treasurer/Collector should consider removing all funds that are not collateralized, or carries some form

of depositors insurance. If a rating moves to red, all money should be immediately collateralized or covered by some form of depositors insurance or be removed from the banking institution.

The Treasurer/Collector shall require any brokerage houses and broker/dealers wishing to do business with the Town to supply the following information to the Treasurer/Collector on an annual basis:

- Financial statements
- If acting as a Registered Investment Advisor, copy of their most recent Form ADV
- A statement that the Advisor has read the Town's IPS and will comply with it on an annual basis

E. Reporting Requirements

On a quarterly basis, a report will be prepared by the Treasurer/Collector and distributed to the Board of Selectmen, Town Manager, and Finance and Advisory Committee. The report will include the following information as a minimum:

- A listing of the individual accounts and individual securities held at the end of the reporting period.
- A listing of the short-term investment portfolio by security type and maturity to ensure compliance with the diversification and maturity guidelines established in the "Diversification" section of this IPS.
- Summaries of the income earned on a monthly basis and year-to-date basis.
- The degree of compliance with the tenets set forth in the IPS.

MUNICIPAL CALENDAR

Abbreviations Defined

DLS	Division of Local Services
BLA	DLS Bureau of Local Assessment
BOA	DLS Bureau of Accounts
CPA	Community Preservation Act
DESE	Department of Elementary and Secondary Education
EQV	Equalized Valuation
NSS	Net School Spending

July

1	Treasurer/Collector	Mail Annual Preliminary Tax Bills Per M.G.L. c. 59, § 57C , mail annual preliminary tax bills by this date. The Treasurer/Collector may include the 1 st and 2 nd quarter bills in a single mailing.
1	Assessors and Accountant	Begin Compiling Data for the Tax Rate Recapitulation Sheet (the recap)
15	Accountant and Treasurer	Deadline to Process all Prior-Year Unencumbered Expenditures Per M.G.L. c. 44, § 56 , this is the deadline to record and pay all unencumbered expenditures incurred as of June 30.
15	Pipeline Company; Telephone / Telegraph Co.	Deadline for a Pipeline Company or a Telephone/Telegraph Company to Appeal the Commissioner's Valuations
20	BLA	Notification of Changes in Proposed EQVs (even years only)

August

1	Taxpayer	Deadline for Paying 1st Quarter Tax Bill Per M.G.L. c. 59, § 57C , this is the deadline to pay the 1st quarter preliminary tax payment without interest for bills that were mailed by July 1. If the bills were mailed between July 2 and August 1, this payment is due 30 days after the mailing date, and the 2nd quarter payment is due November 1. If the bills were mailed after August 1, the preliminary tax is due as a single installment on November 1 or 30 days after the bills were mailed, whichever is later.
1	Taxpayer	Deadline for Submitting Annual Boat Excise Return
10	Assessors	Deadline for Appealing EQVs to the Appellate Tax Board (even years only)
31	Accountant	Close Prior-Year Books by this Date

September

1	Accountant	<p>Submit CPA Fund Balance Report (recommended date) After closing the fiscal year and before the October 31 deadline, the Accountant submits this report (Form CP-2) in Gateway and notifies the Community Preservation Committee. CPA fund balances may be appropriated any time after this submittal until the close of the fiscal year.</p>
15	Accountant	<p>Submit Snow & Ice Data Sheet</p>
15	Assessors	<p>Submit Property Sales Report (recommended date)</p>
15	Accountant and Assessors	<p>Jointly Submit CPA Surcharge Report (CP-1) This is the deadline to submit the CP-1 Form in Gateway in order to receive matching funds from the State Treasurer's distribution on November 15.</p>
15	CPA Committee	<p>Submit CPA Projects Report (CP-3) This is the deadline to enter new CPA projects and update existing ones in the MassGIS CPA projects database in order to receive matching funds from the State Treasurer's distribution on November 15.</p>
30	Accountant and Treasurer/Collector	<p>Submit Balance Sheet and other Reports for Free Cash Certification The Accountant and Treasurer/Collector coordinate to submit a balance sheet to BOA, along with:</p> <ul style="list-style-type: none"> ▪ Statement of Indebtedness ▪ Treasurer's Year-end Cash Report ▪ Cash Reconciliation Form ▪ Schedule of Outstanding Receivables

October

1	Treasurer/Collector	<p>Mail Preliminary Tax Bills for 2nd Quarter The Treasurer/Collector mails these bills if the 2nd quarter bills were not included in the July 1 mailings.</p>
1	Taxpayer	<p>Deadline for Applying to Have Land Classified as Agricultural/Horticultural Land or Recreational Land Under M.G.L. c. 61A, §§ 6 and 8 and c. 61B, §§ 3 and 5, this is the deadline to apply to the Assessors to have land valued, taxed, and classified as agricultural/horticultural or recreational land in the next fiscal year. Taxpayers who miss this deadline have until 30 days after the mailing of the actual tax bills to apply to the Assessors.</p>
1	Taxpayer	<p>Deadline for Submitting Forest Land Certification and Management Plan As set by M.G.L. c. 61, § 2, this is the deadline to submit to the Assessors the State Forester's certification and approved management plan to have land classified as forest land for 10 years beginning in the next fiscal year.</p>

- | | | |
|----|------------|--|
| 15 | Assessors | Submit New Growth, Amended Tax Base Levy Growth, and Final Valuations Reports to BLA (recommended date) |
| 31 | Accountant | Deadline to Submit the CPA Fund Balance Report (Form CP-2)
[See September 1.] |

November

- | | | |
|----|-------------------------|--|
| 1 | Taxpayer | Deadline for Paying 2nd Quarter Tax Bill
Per M.G.L. c. 59, § 57C , this is the deadline to pay the 2nd quarter tax payment without interest. |
| 1 | Selectmen and Assessors | Hold Classification Hearing (recommended date)
At this public hearing, the Board of Selectmen decides whether to apply uniform or different tax rates to the various classes of real and personal property after considering information presented by the Assessors. |
| 30 | Assessors | Submit Tax Recap and all Schedules to BOA |
| 30 | Accountant | Submit Schedule A to BOA
Failure to file Schedule A by this date may result in the withholding or forfeiture of state aid. |

December

- | | | |
|----|---------------------|--|
| 31 | Water Commissioners | Deadline for Betterments to be included on Next Year's Tax Bill (M.G.L. c. 80, § 13 , c. 40, § 42I and c. 83, § 27) |
| 31 | Assessors | Mail 3ABC Forms to Charitable Organizations and Forms of List to Personal Property Owners |
| 31 | Treasurer/Collector | Deadline for Mailing Actual Tax Bills
Mail actual tax bills by this date. The Treasurer/Collector may include the 3 rd and 4 th quarter bills in a single mailing. |

January

- | | | |
|----|------------------|--|
| 31 | Pipeline Company | Deadline for Pipeline Company to File Form of List with BLA |
|----|------------------|--|

February

- | | | |
|---|----------|--|
| 1 | Taxpayer | Deadline to Pay 3rd Quarter Tax Bill
Per M.G.L. c. 59, § 57C , this is the deadline to pay the 3rd quarter actual tax bill without interest unless the bills were mailed after December 31. If mailed after December 31, the actual tax is due as a single installment on May 1 or 30 days after the bills were mailed, whichever is later. |
| 1 | Taxpayer | Deadline to Apply for Property Tax Abatement
According to M.G.L. c. 59, § 59 , abatement applications are due on February 1 unless actual tax bills were mailed after December 31. In that case, they are due May 1 or 30 days after mailing, whichever is later. |

March

- | | | |
|---|---------------------------|---|
| 1 | Personal Property Owner | <p>Deadline to Submit Personal Property Form of List
The Assessors may extend this deadline to a date no later than the date abatement applications are due.</p> |
| 1 | Telephone / Telegraph Co. | <p>Deadline for Telephone / Telegraph Company to File Form of List
BLA may extend this deadline to a date no later than April 1.</p> |
| 1 | Charitable Organization | <p>Deadline to Apply for Property Tax Exemption using Form 3ABC
The Assessors may extend this deadline to a date no later than the date that abatement applications are due.</p> |
| 1 | Board of Selectmen | <p>Request Determination of Overlay Surplus (recommended date)
Within 10 days of this request, the Assessors must determine if a surplus exists, and if so, vote to certify the surplus amount and notify the Accountant of the vote so that the amount can be transferred to the overlay surplus account.</p> |

April

- | | | |
|-----------------------------|---------------------|---|
| 1 | Treasurer/Collector | <p>Mail 4th Quarter Tax Bills
The Treasurer/Collector mails these bills if the 4th quarter bills were not included in the December mailings.</p> |
| 1 | Taxpayer | <p>Deadline to Apply for Property Tax Exemptions for Persons, Residential Exemptions, and Small Commercial Exemptions
This is the deadline to apply to the Assessors if actual tax bills are mailed on or before January 1. If mailed after January 1, taxpayers have three months from the mailing date to file exemption applications.</p> |
| 14 Days before Town Meeting | Constable | <p>Post Warrants for Annual Town Meeting
Per Town bylaws, Chapter XX, the Town posts the warrant at the Town Hall, Town Office Building, G.A.R. Memorial Library, Post Office, and Laurel Grange at least 14 days prior to the annual town meeting.</p> |
| Last Monday | Town Meeting | <p>Annual Town Meeting
Per Town bylaws, Chapter XX, West Newbury holds its annual town meeting on the last Monday in April.</p> |

May

- | | | |
|---|-----------------------------------|---|
| 1 | Taxpayer | <p>Deadline to pay 4th Quarter Tax Bill without Interest</p> |
| 1 | Accountant or Treasurer/Collector | <p>Notification of Amount of Debt Due in Next Fiscal Year
As required by M.G.L. c. 44, § 16, the Accountant or Treasurer/Collector must notify the Assessors of all debt due in the next fiscal year.</p> |
| 1 | Town Clerk | <p>Certify Appropriations
The Town Clerk should certify appropriations as soon as possible after town meeting (and no later than July 1, M.G.L. c. 41, § 15A) so that the Accountant can set up accounts for every department for the forthcoming fiscal year.</p> |

First Monday	Town Clerk and Registered Voters	<p>Annual Town Election</p> <p>Per Town bylaws, Chapter XX, West Newbury holds its annual election of town officers on the first Monday in May.</p>
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June

1	Town Clerk	<p>Update the Local Officials Directory (LOD) in Gateway</p> <p>The Town Clerk annually updates the LOD with the names, position titles, and email addresses of local officials.</p>
1	Assessors	<p>Notification of State-owned Land Valuations (even years only)</p>
1	Assessors	<p>Determine Valuation of Other Municipal or District Land and Notify Owner(s)</p> <p>In any community where land is owned by another community or district, the Assessors value the land for in-lieu-of-tax payments and send the property owner a notice of the valuation in the year following a revaluation year.</p>
1	BLA	<p>Notification of Proposed EQVs (even years only)</p>
10	BLA	<p>Conclude Public Hearings on Proposed EQVs (even years only)</p>
15	BLA	<p>Determine and Certify Pipeline and Telephone/Telegraph Valuations</p>
15	Assessors	<p>Make Annual Preliminary Tax Commitment</p> <p>Assessors should make the annual preliminary tax commitment by this date to ensure the ability to mail tax bills by July 1.</p>
20	Assessors	<p>Final Date to Make Omitted or Revised Assessments</p> <p>As required by M.G.L. c. 59, §§ 75 and 76, if any property was inadvertently excluded or mistakenly underassessed on the warrant for property taxes, it is the Assessor's duty to fix the mistake and assess the property correctly. The new assessment must be made by June 20 of the taxable year or by the 90th day after the date the tax bills are mailed, whichever is later.</p>
30	Assessors	<p>Submit Annual Report of Omitted or Revised Assessments to BLA</p>
30	Taxpayer	<p>Deadline to Apply to Have Land Classified as Forest Land</p> <p>Per M.G.L. c. 61, § 2, this is the deadline to apply to the State Forester to have land certified as forest land.</p>
30	Assessors	<p>Deadline to Submit Requests for Current Fiscal Year Reimbursements of Exemptions Granted Under the Various Clauses of M.G.L. c. 59, § 5</p> <p>Assessors have until this date to submit a request to the DLS Databank for state reimbursement to offset the tax revenue lost from granted statutory exemptions. The state partially reimburses for these via the</p>

cherry sheet. If actual tax bills were mailed late, the submission deadline is extended to August 20.

Additional Information

Cherry Sheet Estimates	Beginning with the Governor's budget proposal in January and at subsequent stages in the state's budget development, the DLS Databank posts on its website estimates of 1) local reimbursement and assistance program appropriations and 2) state and county assessments and charges for the forthcoming year.
Estimated and Finalized NSS Requirements	In January, DESE notifies school districts of NSS estimates for the forthcoming year based on the Governor's budget proposal. DESE notifies districts of the final NSS requirements in July. Both notices are posted on DESE's website .
Local Aid Distributions	The Office of the State Treasurer distributes local aid to communities on the last calendar day each month and posts the data on its website .
Due Date Exceptions	<p>According to M.G.L. c. 4, § 9, if the date for any statutory action or payment falls on a Sunday or legal holiday, that action may be performed or payment made on the next business day. This rule also applies to any actions required by or payments due on a Saturday in communities that accepted M.G.L. c. 41, § 110A permitting public offices to remain closed on that day.</p> <p>The due dates for any local property tax payment, abatement application, or exemption application are also extended to the next business day by M.G.L. c. 59, §§ 57, 57C, and 59 when municipal offices are closed due to a weather-related or other public safety emergency.</p>
