

Town of Provincetown Finance Committee Annual Timeline of Activities

PURPOSE OF THIS DOCUMENT

This document is outlines, for current and future members of the Finance Committee, the annual timeline of the Committee's tasks and relevant milestones. It also includes references to the specific requirements of Massachusetts General Law (MGL), the Provincetown Charter (Charter), and the Provincetown General By-Laws (GBL) as applicable.

Where there is an absence of specific legal requirements, the document includes tasks and milestones based on past practices, and recommended best practices by the Association of Town Finance Committees (ATFC).

The Chair (or the Vice-Chair, in the Chair's absence), is responsible for ensuring that all legally required activities are performed correctly.

ORGANIZATION OF THIS DOCUMENT

This document is organized into four sections, as follows:

- 1. April Town Meeting Timeline
- 2. Timeline of Other Activities
- 3. Special Town Meeting Timeline
- 4. Legal References

The first three sections contain tables of four columns each. The first contains a task or milestone ID for easy reference; the second defines the timeframe in which the task occurs; the third describes the task or milestone in greater detail; and the fourth contains legal references to State law, the Town Charter or the Town's General Bylaws. The text of the laws is contained in Section 4, Legal References.

REVIEW AND AMENDMENTS TO THIS DOCUMENT

• The Finance Committee will review this document annually and make amendments as necessary.

• Adoption of amendments to this document will require a majority vote of the Finance Committee.

	Revision History		
Date Adopted	Summary of Changes		
February 2, 2012	Initial version. Finance Committee vote: 7-0-0		

Section 1. April Town Meeting Timeline

Preparing for the Town's Annual Town Meeting in April is the single most important and labor intensive responsibility of the Finance Committee. The process is governed by numerous requirements contained in the Town Charter and General By-Laws. The major focus is on the Town's proposed budget for the next fiscal year, which should be scrutinized in great detail. In addition to reviewing the numbers, the Committee should focus on the Town's accounting practices and the policy implications of the budget, both short and long term.

The primary deliverables are the Committee's *Report and Recommendations* on the articles contained in the Town Meeting warrant; and the accompanying reports on each article that are delivered both in writing and verbally during Town Meeting. In addition, there are numerous interim deliverables that the Committee should produce based on best practice.

	April Town Meeting Timeline			
Task	Date	Task or Milestone (◊)	Legal	
ID			References	
		December	•	
1	3 rd Monday in December	♦ Town Manager submits the following to the Board of Selectmen:	Charter: C.5, §5-3	
		 Proposed Town budget for the next fiscal year 	C.9, §1-2 ⁱⁱ	
		Proposed Public School budget for the next fiscal year	C.9, §1-3 ⁱⁱⁱ	
		Estimated revenues for the ensuing year	C.9, §1-4 iv	
		Budget Message	C.9, §2-3 ^v	
		Proposed Capital Improvement Projects for the next 5 years		
		The Chair of the Finance Committee also receives a copy.		
		January		
2	Early / Mid January	The Board of Selectmen conducts its budget hearings. Finance Committee	Charter:	
		members may want to sit in on these hearings to understand the issues	C.9, §1-5 ^{vi}	
		the Committee will be facing during its review. To comply with the State's		

	April Town Meeting Timeline			
Task ID	Date	Task or Milestone (◊)	Legal References	
		Open Meeting Law, Committee members should not sit together, nor should they deliberate on any of the issues raised.		
3	No later than mid January	The Chair, in coordination with the Town Manager's Secretary, schedules the departmental budget hearings to take place in February and publishes the agendas. Department heads and committee chairs, or their designees, are expected to attend and present their budgets.		
4	No later than the 31 st of January	♦ The Board of Selectmen submits its budget recommendations to the Finance Committee. Copies of the budget books, with the Board of Selectmen's recommendations, are produced and distributed to the members of the Committee.	Charter: C.9, §1-5 ^{vi}	
5	No later than the 31 st of January	♦ The Board of Selectmen submits its recommendations on the proposed Capital Improvement Projects to the Finance Committee.	Charter: C.9, §2-3 ^v	
		February		
6	As scheduled	Prior to the first departmental budget review, the Committee should be briefed by the Finance Director on projected revenues and shortfalls (if any). This may affect the Committee's recommendations on the budget and its recommended strategy for balancing the budget. The Finance Committee conducts its departmental budget reviews, as	By-law: § 5-2-2 ^{vii}	
		scheduled. In the recent past, the Committee has scheduled its meetings on Tuesdays and Thursdays from 1:00 to 5:00 pm. Sufficient time should be allowed for "call backs" when additional information is needed from department heads.		
		Although not required, the Finance Committee may want to review the school budget in a joint meeting with the School Committee and the Board		

	April Town Meeting Timeline			
Task ID	Date	Task or Milestone (◊)	Legal References	
		of Selectmen.		
		After completing its review of each department's budget, the Committee votes on the funding level that it recommends. The amount that the Committee recommends may be the same as, lower than, or higher than the Board of Selectmen's recommendation.		
		In all cases, the Committee must consider the Town's ability to fund the budgets based on its projected revenues. When there is a funding shortfall, the Committee should consider alternative strategies such as cutting the budget to live within its revenue constraints, and/or raising revenues.		
		During the hearings, the Committee should also review requested Capital Improvement Projects (CIPs) and their proposed funding sources. The Committee may, or may not, choose to make its CIP recommendations until the required Public Hearing is held in March.		
		The Finance Director, the Town Manager and/or the Assistant Town Manager typically attend these meetings to answer policy level questions.		
7	3 rd Week of February	The Chair schedules and publishes the agendas for the required public hearings to be held in March. <i>In addition</i> , notices of the public hearing must be published in one or more newspapers of general circulation in the Town, and the public hearings must be held not less than 7 days after the second publication.	By-Law: § 5-2-2 ^{vii} Charter: C.9, §2-4 ^{viii}	
8	28 th of February	The Finance Committee finalizes its budget recommendations and submits		

	April Town Meeting Timeline			
Task ID	Date	Task or Milestone (◊)	Legal References	
		them, in writing, to the Board of Selectmen, with an explanation of any differences. The transmittal memo should also include any other recommendations for balancing the budget, e.g. Proposition 2 ½ overrides, fee increases, etc.		
		The Committee should also vote on the final Division budget totals, whether or not it decides to make reports at Town Meeting, above and beyond what it says in its Letter to the Voters.		
	I	March	•	
9	Prior to the closing of the warrant	The Finance Committee should meet with the Board of Selectmen to resolve any disagreements on the annual operating budget or the Capital Improvement Projects, and to preview the other warrant articles. The Finance Committee also has standing to request that its own warrant articles be inserted into the Town Warrant. In the event that the Committee disagrees with the recommendations of Board of Selectmen on the warrant articles, it should be prepared to offer amendments or substitute motions to Town Meeting. The process of coming to an agreement may continue all the way up to the nights of Town Meeting.		
10	30 days prior to Town Meeting (*)	♦ The Town Meeting warrant closes.	Charter: §2-1-7 ^{ix}	
11	Immediately after the Board of Selectmen draws up the warrant	♦ The Board of Selectmen refers the warrant to the Finance Committee	By-law: §5-2-1 [×]	

	April Town Meeting Timeline			
Task ID	Date	Task or Milestone (◊)	Legal References	
12	Not less than 21 days prior to Town Meeting	The Finance Committee and the Board of Selectmen conduct a joint public hearing on the proposed budget.	By-Law: §9-1-6 ^{xi}	
13	Preferably not less than 21 days prior to Town Meeting	The Finance Committee conducts public hearings on the warrant articles and the Capital Improvement Projects.	By-law: §5-2-2 ^x	
		During the meetings, the Committee must vote on its recommendations (if it has not already done so), and assign responsibility to individual members for making reports on the articles at the April Town Meeting. Articles that are typically "divided" must be voted on section by section (e.g. the operating budget and the Community Preservation Committee's budget).	Charter: C.9, §2-4 viii	
		The four most common recommendations that the Committee makes are as follows:		
		 Recommend (in the amount of \$X, when applicable) (ask Town Meeting to vote for the article); NOT Recommend (ask Town Meeting to vote against the article); Reserve Recommendation (defer the Committee's vote until additional information is received); and No recommendation (usually, but not always, on articles with no fiscal implications). 		
		The first three recommendations require a motion and a vote. The fourth option (no recommendation) is usually reached by "unanimous consent"		

	April Town Meeting Timeline		
Task ID	Date	Task or Milestone (◊)	Legal References
		and does not require a formal vote.	
		There are two other options that should be used sparingly. The first is to recommend indefinite postponement of an article because it is technically or legally flawed. Usually these are citizen petitioned, or committee submitted, articles that are well intentioned but not well thought through (e.g. allowing non-resident property owners to sit on committees). The Chair should be prepared to offer an amendment to the main motion at Town Meeting when the Committee makes this choice. The alternative is to vote to not recommend the article and state the Committee's reservations in its report.	
		The other option comes into play when the Committee disagrees with the dollar amount of an article, or section of an article. In that case, the Chair should be prepared to offer an amendment to the main motion, or to substitute an alternative motion, at Town Meeting. This may require a review of the motion text by Town Counsel in advance of the meeting.	
		There has been some confusion in the past regarding whether or not local school budgets are subject to amendment. The answer is that Town Meeting may amend the budget. However, Town Meeting cannot dictate cuts to specific programs, it can only vote to amend the bottom line appropriation for the local school district budget. It is up to the Superintendent of Schools and the School Committee to determine where specific cuts will be made, In any case, Town Meeting cannot vote for a lower number than that required the Department of Elementary &	

	April Town Meeting Timeline			
Task ID	Date	Task or Milestone (◊)	Legal References	
		Secondary Education, also called "Required Net School Spending".		
		This is NOT true for regional school district budgets, e.g. the Cape Cod Regional Technical High School. Town Meeting must make an up or down vote on regional school district assessments. A vote for any amount lower than the assessment is interpreted as a "no" vote, and may trigger a lengthy and arduous joint Town Meeting process by all towns within the regional school district.		
		After the meeting, the Chair must produce a tally sheet showing the votes on each article and who is assigned to make the report. A copy of the tally sheet goes to the Moderator. The Chair must also update it with any subsequent changes in votes or assignments.		
14	After the public hearings (or sooner)	The Committee outlines its <i>Report and Recommendations</i> and assigns responsibility for drafting individual sections. Any financial facts that are stated in the report should be vetted by the Finance Director before publication.		
15	Not less than 7 days prior to Town Meeting (*)	The Committee votes on its final <i>Report and Recommendations</i> on the warrant articles, and submits it to the Town Clerk in electronic form. The Town Clerk is responsible for producing sufficient printed copies for the public and attendees of Town Meeting using the Town's in-house printer. The Chair should ensure, in advance, that the document prints properly and that there are sufficient supplies of 11" x 17" paper and staples. The Committee pays for the supplies out of its own budget.	Charter: C.2 §1-9 xii	
16	During the week prior to Town Meeting (or	Members of the Committee submit draft copies of their reports on warrant articles to the Chair for review.		

	April Town Meeting Timeline			
Task ID	Date	Task or Milestone (◊)	Legal References	
	earlier)			
17	During the week prior	If necessary, the Finance Committee meets to address any unresolved		
	to Town Meeting	business with regard to departmental budgets or other warrant articles.		
18	During the week prior to Town Meeting	The Town Manager may conduct a "State of the Town Meeting".		
		April		
19	End of the week prior	The Chair receives the "final" motions as they will be made at Town		
	to Town Meeting	Meeting and copies of the reports to be made by members of the Board of Selection.		
20	1 st Monday in April	Town Meeting begins, unless it conflicts with a religious holiday, in which	Charter:	
	@ 6:00 pm	case it commences one week later. Town Meeting will continue on consecutive weekdays, except Fridays and religious holidays, until all warrant articles have been considered.	C.4, §1-1 xiii	
		The Board of Selectmen, at each session of Town Meeting, must make available to every voter a copy of the Finance Committee's recommendations.	Charter: C.4, §1-2 xiv	
		Amendments to the budget(s) proposed by the Finance Committee must be considered prior to any other amendments.	Charter: C.9, §1-8 xv	
		After the petitioner of an article speaks, the assigned member of the Committee delivers his/her report outlining the majority recommendation of the Committee. A member of the minority may also rise to speak to explain the opposing view.	Charter: C.2, §3-10 ^{xvi} By-Law: §4-3-5 ^{xvii}	

	April Town Meeting Timeline		
Task ID	Date	Task or Milestone (◊)	Legal References
		The Chair must post each night of Town Meeting as a Finance Committee meeting. The Finance Committee should convene its meetings at least ½ hour earlier each night to address any last minute business. The Finance Committee's minutes of the Town Meeting should, if possible, include electronic copies of the individual warrant article reports delivered during the meeting.	

Section 2. Timeline of Other Activities

There are a number of other activities that the Committee should engage in throughout the year. Some are legally required, while others are based on best practice, as recommended by the Association of Town Finance Committees or the State's Department of Revenue, Division of Local Services.

	Timeline of Other Activities			
Task ID	Date	Task or Milestone (◊)	Legal References	
21	Winter / Spring	At the request of the Town Manager and the Finance Director, the Committee meets to approve deficit spending in the "Snow and Ice" removal budget.	MGL C.44, §31D ^{xviii}	
22	Mid January / early February	Review second quarter revenue and expense results.		
23	April - June	At the request of the Town Manager and the Finance Director, the Finance Committee may meet to approve departmental expenditures in excess of the 1/12 th Rule.	Charter §9-5-2 ^{xix}	

	Timeline of Other Activities			
Task ID	Date	Task or Milestone (◊)	Legal References	
24	Mid April	Review third quarter revenue and expense results. This may be incorporated into the agenda of the first meeting of the new term.		
25	April 30 th	♦ The annual term of the Finance Committee expires.		
25	1 st Meeting of the new term	The Committee elects its officers for the new term (Chair, Vice-Chair and Secretary). If the Committee's membership is not going to change on May 1 st , the Committee may choose to do this in April.		
27	June, or as available	Conduct a joint meeting with the Board of Selectmen to review the draft of the prior fiscal year's Audit Report.		
28	No later than July 15 th	At the request of the Town Manager, the Finance Director and the Board of Selectmen, the Finance Committee may meet to approve inter-departmental budget transfers for the current fiscal year. Typically year-end transfers are approved on or just prior to July 15 th .	MGL C.44, §33B **	
29	Mid July	Review preliminary year-end revenue and expense reports. Usually this takes place at the same meeting where year-end transfers are approved.		
30	Mid October	 Review first quarter revenue and expense results. Review five-year revenue and expenditure forecasts, including fees and other non-tax revenues. Review financial policies and recommend revisions, if any, to the Board of Selectmen. Review special fund balances and uses. 		

Section 3. Special Town Meeting Timeline

Special Town Meetings may be called by the Board of Selectmen at any time during the fiscal year. These meetings are scheduled to address pressing issues that cannot wait until the April Town Meeting. In recent years, at least one Special Town Meeting has occurred, usually in the Fall.

The following timeline lays out the sequence of tasks and milestones. The specific dates depend on the date of the Special Town Meeting.

Special Town Meeting Timeline					
Task ID	Date	Task or Milestone (◊)	Legal References		
31	Immediately after the date of a Special Town Meeting is set	The Chair puts together a master schedule of tasks and milestones leading up to the Special Town Meeting, and distributes is to the Committee members and other senior town officials.			
32	3 weeks prior to the Public Hearing on the warrant articles	The Chair schedules and publishes the agenda for the required public hearing on the warrant articles. <i>In addition</i> , notices of the public hearing must be published in one or more newspapers of general circulation in the Town, and the public hearings must be held not less than 7 days after the second publication	By-Law: § 5-2-1x		
33	Prior to the closing of the warrant	The Finance Committee may request (or co-request) warrant articles to be inserted into the Town Warrant.			
34	30 days prior to Special Town Meeting	♦ The Town Meeting warrant closes.	Charter C.2, §1-7 ix		
35	Immediately after the Board of Selectmen draws up the warrant	♦ The Board of Selectmen refers the warrant to the Finance Committee.	By-law §5-2-1 [×]		
36	Prior to the Public Hearing on the warrant articles	The Chair, through its liaison, should invite the requestors of warrant articles to attend so that they can explain the article(s) and answer questions from the Public and the Committee.			
37	Not less than 14 days	The Finance Committee conducts its Public Hearing on the warrant	By-law		

	Special Town Meeting Timeline						
Task ID	Date	Task or Milestone (◊)	Legal References				
	prior to the Special Town Meeting	articles. After the Public Hearing, the Committee votes on its recommendations and assigns responsibility to individual members for making reports on the articles at the Special Town Meeting.	§5-2-1 ^x				
		The chair must produce a tally sheet showing the votes on each article and who is assigned. The Chair must distribute it to the Town Moderator and the Town Manager. The Chair must also update it with any changes in votes or assignments.					
38	After the public hearing	The Committee outlines its <i>Report and Recommendations</i> and assigns responsibility for drafting individual sections. Any financial facts that are stated in the report should be vetted by the Finance Director before publication.					
39	Not less than 7 days prior to Special Town Meeting	The Committee votes on its final <i>Report and Recommendations</i> on the warrant articles, and submits it to the Town Clerk in electronic form.	Charter §2-1-9 ^{xii}				
40	During the week prior to Special Town Meeting (or earlier)	Members of the Committee submit draft copies of their reports on warrant articles to the Chair for review.					
41	During the week prior to Special Town Meeting	If necessary, the Finance Committee meets to address any unresolved business with regard to departmental budgets or other warrant articles.					
42	End of the week prior to Special Town Meeting	The Chair receives the "final" motions as they will be made at Special Town Meeting and copies of the reports to be made by members of the Board of Selectmen.					

Special Town Meeting Timeline						
Task ID	Date	Task or Milestone (◊)	Legal References			
43	Special Town Meeting	Special Town Meetings usually begin on a Monday and last for one night. However, the Chair should post for multiple nights as a pre-caution.				
		The Board of Selectmen, at each session of Special Town Meeting, must make available to every voter a copy of the Finance Committee's recommendations.	Charter: C.4, §1-2 xiv			
		After the petitioner of an article speaks, the assigned member of the Committee delivers his/her report outlining the majority recommendation of the Committee. A member of the minority may also rise to speak to explain the opposing view.	Charter: C.2, §3-10 ^{xvi} By-Law: §4-3-5 ^{xvii}			
		The Chair must post each night of Town Meeting as a Finance Committee meeting. The Finance Committee should convene its meetings at least ½ hour earlier each night to address any last minute business. The Finance Committee's minutes of the Town Meeting should, if possible, include electronic copies of the individual warrant article reports delivered during the meeting.				

Section 4. Legal References

- a) explain the budget both in fiscal terms and in terms of work programs;
- b) outline the proposed financial policies of the town for the ensuing fiscal year;
- c) describe the important features of the budget;
- d) indicate any major changes from the current year in financial policies, expenditures, and revenues, together with the reasons for such changes;
- e) summarize the town's debt position; and
- f) include such other material as the town manager deems appropriate."

Charter C.5 §5-3 "On or before the tenth day of December of each year, the school committee shall submit the school budget to the town manager."

ii Charter C.9, §1-2 "On or before the third Monday of December in each year, the town manager shall submit to the board of selectmen a careful, detailed estimate in writing of the probable expenditures of the town government for the ensuing fiscal year, stating the amount required to meet the interest and maturing bonds and notes or other outstanding indebtedness of the town and showing specifically the amount necessary to be provided for each fund and department, together with a statement of the expenditures of the town for the same purposes in the two preceding years and an estimate of the expenditures for the current year."

iii Charter C.9, §1-3 "The town manager shall also submit a statement showing all revenues received by the town in the two preceding fiscal years and an estimate of the amount of income from all sources of revenue exclusive of taxes upon property in the ensuing year."

iv Charter C.9, §1-4 "The town manager shall also submit a budget message which shall:

^v Charter C.9, §2-3 "The town manager shall submit the capital improvements program to the board of selectmen by the third Monday of December prior to the annual town meeting. The board of selectmen shall act thereon or before the thirty-first day of January and shall then submit it to the finance committee, which shall issue its recommendations as part of its printed report on the annual budget."

vi Charter C.9, §1-5 "The board of selectmen shall consider the tentative budget submitted by the town manager and make such recommendations relative thereto as they deem expedient and proper in the interests of the town. On or before the thirty-first day of January of each year the board of selectmen shall transmit a copy of the budget together with their recommendations relative thereto to each member of the finance committee."

vii General By-Law § 5-2-2. Review of proposed expenditures. "The Finance Committee shall annually review town expenditures for previous years and those proposed for the year ensuing. To facilitate such review, all persons having budgetary responsibility shall submit data for review in such form and in such detail as the Finance Committee shall prescribe. The Finance Committee shall provide for each account under review the amount it recommends be appropriated and shall add thereto such explanation and suggestion as it deems desirable and appropriate."

viii Charter C.9, § 2-4. "The finance committee shall publish, in one or more newspapers of general circulation in the town, the general summary of the capital program and notice stating:

- a) the times and places where copies of the capital improvement program are available for inspection; and
- b) the date, time, and place, not less than seven days following such publication, when the committee shall conduct a public hearing on said program."
- ix Charter C.2, § 1-7 "The warrant shall be closed thirty days prior to the date of the meeting, shall be published in a newspaper of general circulation within the town at least seven days prior to the meeting and shall be posted in at least ten public places in the town at least seven days prior to the annual town meeting, and at least fourteen days prior to a special town meeting."
- ^x General By-Law § 5-2-1 "Hearings and recommendations on warrant articles. The Board of Selectmen, immediately after drawing up the warrant for a Town Meeting, shall refer to the Finance Committee all articles contained therein. The Finance Committee shall arrange and hold public hearings, so that citizens interested in any article may be heard. The Finance Committee, after due consideration, shall report in writing to the Town Meeting on each article that may affect the town's financial status. In each case, it shall make such recommendation as it feels best serves the interests of the town."
- xi General By-Law § 9-1-6. "The board of selectmen and the finance committee shall jointly hold one or more public hearings on the proposed budget not less than twenty-one days before the town meeting at which it is to be submitted for adoption."
- xii Charter C.2, § 1-9 "At least seven days prior to the annual town meeting, copies of the town report shall be made available for distribution at the town hall, and at least seven days prior to any town meeting copies of the finance committee report shall be made available at the town hall."

- viii Charter C.4, § 1-1. "Date. The Annual Town Meeting shall be held on the first Monday in April of every year and shall be called to order at 6:00 p.m. for the purpose of transacting all business of the Annual Town Meeting except the election of such officers and the determination of such matters as are required by law to be elected or determined by ballot."
- xiv Charter C.4 § 1-2. "Copies of the warrant to be made available to voters. At each session of each Town Meeting, the Board of Selectmen shall make available to each voter a copy of the warrant for the meeting and a copy of the Finance Committee's recommendations."
- xv Charter C.9, § 1-8. "The budget shall first be subject to amendments, if any, proposed by the finance committee before any other amendments may be proposed."
- charter C.2 § 3-10 "Prior to a vote on an article concerning the expenditure of town funds, the finance committee shall state the number of its members in favor of and opposed to the article, and its chairman, or his or her designee, shall explain the view of the majority to the meeting."
- xvii General By-Law § 4-3-5. Petitioner to speak first. "The petitioner moving an article shall be allowed to make his/her presentation on said article prior to Town Meeting hearing the recommendation of the Finance Committee."
- wiii MGL C.44, § 31D Snow and ice removal; emergency expenditures; reporting requirements. "Any city or town may incur liability and make expenditures in any fiscal year in excess of available appropriations for snow and ice removal, provided that such expenditures are approved by the town manager and the finance ... committee in a town having a town manager ...; provided, however, that the appropriation for such purposes in said fiscal year equaled or exceeded the appropriation for said purposes in the prior fiscal year."
- commission, office or agency may expend, except for amounts previously encumbered, more than one twelfth of its annual appropriation in each of those three months, except with the approval of the finance committee."
- MGL C.44, § 33B Transfer of appropriations; restrictions. "(b) A town may, by majority vote at any meeting duly held, transfer any amount previously appropriated to any other use authorized by law. Alternatively, the selectmen, with the concurrence of the finance committee ... , may transfer within the last 2 months of any fiscal year, or during the first 15 days of the new fiscal year to apply to the previous fiscal year, any amount appropriated for the use of any department other than a municipal light department or a school department to the

Provincetown Finance Committee

February 2, 2012

appropriation for any other department or within a department, but the amount transferred from 1 department to another or within a department may not exceed, in the aggregate, 3 per cent of the annual budget of the department from or within which the transfer is made or \$5,000, whichever is greater. (c) No approval other than that expressly provided in this section shall be required for any transfer under this section."