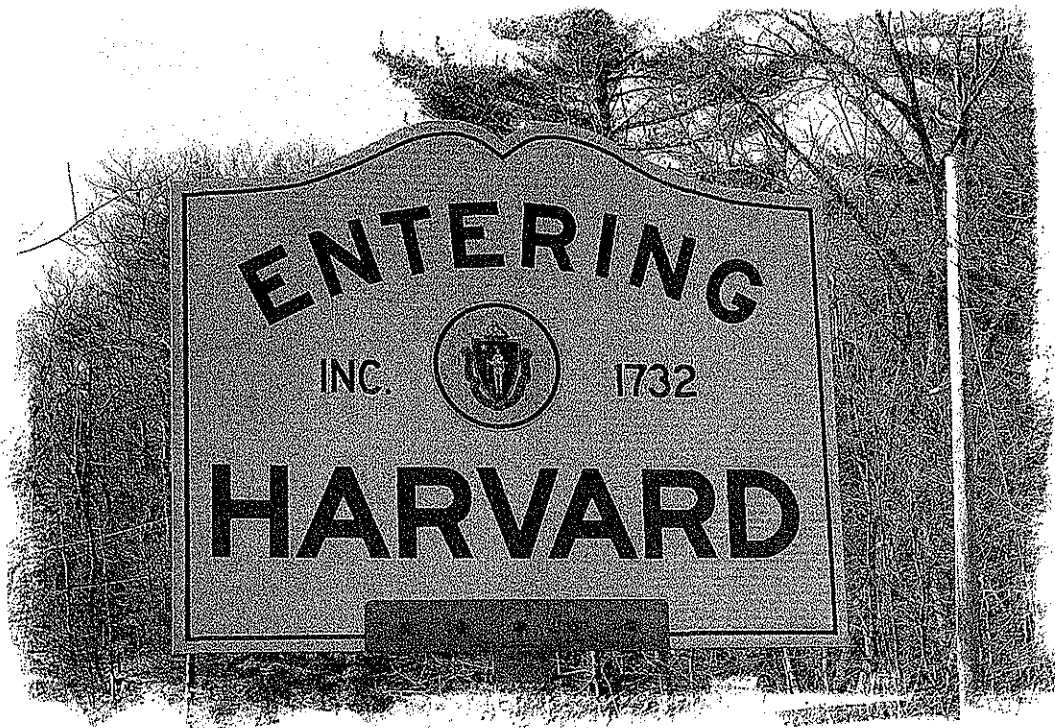


TOWN OF HARVARD

Massachusetts



*Finance Committee Reports,
Warrant Articles and Recommendations*

Also includes reports from other committees

Please bring this report to Annual Town Meeting

Saturday, May 1, 2010
The Bromfield School Gymnasium
9:00 A.M.

ANNUAL TOWN ELECTION

Tuesday, May 4, 2010 – The Bromfield School Cafeteria
Election hours are from 7:00 A.M. – 8:00 P.M.

Front Cover Photograph by – Heidi Frank

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Finance Committee Address

When the Finance Committee completed the FY10 budget last spring, we knew we had another tough year ahead of us, and we wanted some community feedback to help make some of the difficult decisions we felt were coming. To that end, we conducted a survey during the fall, asking the community to give feedback on the various Town services. Probably the most important question we asked was “What could each department do differently?” The survey was completed in time to provide the Finance Committee with important information about the community’s priorities as we began on the FY11 budget.

As we started the FY11 budget process, we first reviewed our revenue estimates as well as any expenses we could identify. We added the 2 ½% property tax increase and new growth estimate. We cut our estimate for local receipts by 5% and State Aid by 15%, both compared with last year. At this point, the only increase we added was 7% for health insurance. In total, this created roughly a \$320,000 deficit if all department budgets were funded at the same level as last year.

With this not so rosy picture as our starting point, we asked that each department submit two budgets. The first one would be a reduction from last year in the amount of their share of the benefit increase. The second budget we asked for was 5% below that. Most important, we asked that we be provided with the impact of the two budgets, what would need to be cut or reduced to achieve those numbers, and how they would impact services. We also gave clear instruction to be careful NOT to impact maintenance budget line items in a way that would lead to larger capital expenses in years to come. Knowing that the budget is a constantly moving target as new information comes in, and as we get closer to Town Meeting, we wanted to have the information to be able to react to changes by reducing or adding back in based on the overall impact to the Town. This was the reasoning behind the two budgets, and the great level of detail we requested from the departments about how services would be impacted.

As we received the budgets, we started the process of asking questions to get a better understanding of the responses, but also we wanted to PUSH! The goal was not to tell department heads how to run their departments, but using input from the survey as well as other ideas, we asked hard questions. We very deliberately wanted to push the departments to come back with “I was able to cut from my budget, but I was also able to keep service level or higher by doing Y and Z differently”. We had some very positive interactions as we went through these questions and comments with the various departments, and some creative ideas came out that we believe we will be able to leverage, to do exactly what we asked. The Finance Committee is grateful for the patience that the departments showed during this process, and for the professional, receptive, and proactive approach the departments have taken.

In January, we received data from the State allowing us to reduce our assumption about the cut in State Aid from a 15% cut to a 10% cut. But at the same time, we received more accurate numbers for health care cost increases, which were closer to 11%. We were still looking at a deficit of \$162,000. We then started adjusting the department budgets using the data provided. We looked first to those cuts that were provided in either budget, which had no impact, such as savings from more efficient energy items implemented in the last year. Another area was where new or increased revenue could cover the reduction, such as the school (not the way we want to be using the Devens funds ideally but we are lucky to have them), or other places where there

would be no impact. We avoided making cuts in departments where there was no other way to meet the requested targets other than cutting essential staff hours. We also stayed away from what we felt were large impact items such as increasing police single-officer shifts. This exercise got us down to a balanced budget. This budget did not include any pay increases for any Town employees.

Recently, we received better news from the State; the promise now being stated is that State Aid would not be cut by more than 4%. We continue to be cautious of these promises and stay prepared for a possible 9C cut that would result in a larger cut than what has been promised. With this new information, we adjusted our estimate of State Aid to a 6% cut from FY10, and with the above reductions and this increase in State Aid estimate, we have a balanced budget for FY11.

At the eleventh hour, the union contracts were ratified, and changes to health insurance reduced the cost to the Town this year and going forward. This provided additional funding that we could apply to other areas of the budget. The approach we took was to return most budgets to a true level funding from last year, and then increase budgets where required to fund the overall contract agreements for the Town side. We increased the Library by the required amount needed to meet the MAR so they did not risk losing certification. Then, all remaining funds were put into the school line item to help them as much as we could to meet their contract agreements thus taking some of the pressure off the Devens funds.

In the long term we have a serious problem: several costs that are not under the Town's control tend to increase by percentages much higher than 2 ½ % which is the limit we can raise taxes without an override. These include health insurance, pension, and energy costs which may not affect us every year, but at least one of them is usually an issue. These increases absorb most or all of our revenue increases. Ultimately, we either have to have regular overrides to raise revenues, or continue to cut services. We need to either find new revenues, continue to cut and/or eliminate services, or increase property taxes with overrides at least every 2-3 years.

Finance Committee member Marie Sobalvarro left the committee during this past year when she was elected to the Board of Selectmen. We thank Marie for her contributions while on the committee and wish her well in her new role.

The Finance Committee gives its sincere thanks and appreciation to Town Administrator Tim Bragan and Finance Director Lorraine Leonard for their hard work, technical support, and invaluable guidance.

Finance Committee

Bob Thurston, Chairman
Lori Granville
Collyn Bradley

George McKenna
Marie Fagan
Heidi Frank, Associate Member

Steve Colwell
John Sullivan

FY11 SCHEDULE OF CHANGES IN REVENUE AND EXPENDITURES

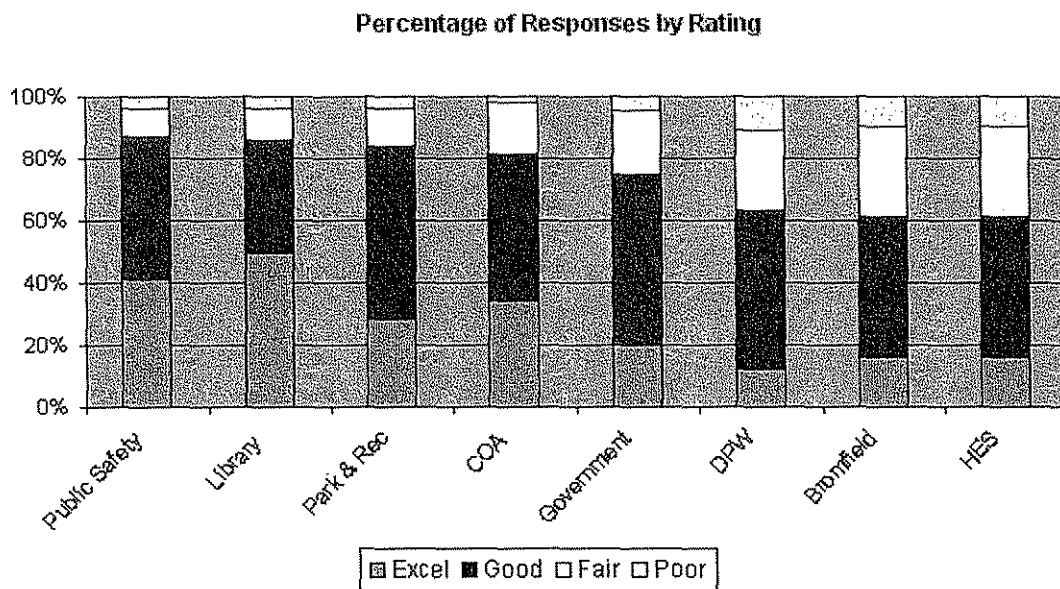
	Budget FY10 (000's)	Recommended FY11 (000's)	\$ Change (000's)	% Change
REVENUE *				
Prior Year Levy Limit	\$ 14,662	\$ 15,148	486	3.3%
2 1/2 % Allowed Increase	367	379	12	3.3%
New Growth	119	100	(19)	-16.0%
Override	0	0	0	0.0%
Total Permanent Tax Base	15,148	15,627	479	3.2%
State Aid, net of offsets	3,158	2,949	(209)	-6.6%
Local Receipts	1,414	1,336	(78)	-5.5%
Stabilization Fund	144	410	266	184.7%
All Other, net	97	11	(86)	-88.7%
Est. Recpts & Other Rev.	4,813	4,706	(107)	-2.2%
Total Available Revenue	19,961	20,333	372	1.9%
EXPENDITURES *				
Omnibus Budget - Selectmen	3,762	3,816	54	1.4%
Omnibus Budget - Elected Boards	757	771	14	1.8%
Omnibus Budget - Local Schools	11,040	11,095	55	0.5%
Omnibus Budget - Benefits/Insurance	2,997	3,044	47	1.6%
Subtotal: Omnibus Budget	18,556	18,726	170	0.9%
All Other Expenses	95	102	7	7.4%
State Cherry Sheet Charges	596	652	56	9.4%
Capital Warrant Articles	206	490	284	137.9%
Other Warrant Articles	44	13	(31)	-70.5%
Reserve Fund	350	350	0	0.0%
Total Expenses	19,847	20,333	486	2.4%
Surplus/Deficit	\$ 0	\$ 0		

* Revenue & Expenditures do not include items which offset, such as excluded debt.

FEEDBACK FROM FINANCE COMMITTEE SURVEY

In the fall of 2009, the Finance Committee decided to seek feedback from the residents to serve as one of the many inputs into the preparation of the FY11 budget to be presented for approval at Town Meeting in the Spring. We distributed a survey both online and on paper that asked respondents to answer a set of questions rating various services offered by each department followed by open-ended questions asking for inputs as to whether spending should be increased or decreased, services that should be cut or added and any ideas to offer the departments for consideration.

A total of 271 respondents answered the survey. As a whole, respondents were mostly satisfied with town services. The overall satisfaction ratings per department were as follows:



A separate handout provides a summary by department showing the percentage of responses by rating level for each category followed by a summary of the types of open-ended comments that were collected. Note that prior to release of these results to the public, each department head was provided with a detailed report of every individual comment that was contributed.

As with any survey, there are some complaints and pet peeves as well as compliments and pet projects representing opposite sides of the same issue. Many of the suggested ideas were used in the budgeting process. Several of the questions in the survey were also posed to department heads during budget reviews.

The Finance Committee would like to thank everyone who took part in the survey. The full summary of responses by department can be found on the separate handout, or can be found on the town website at the link below:

http://www.harvard.ma.us/Pages/HarvardMA_BComm/Finance/index

STATE OF OUR TOWN

Harvard is a community that we can be proud to call home. As New Englanders, we are no strangers to hardship and adversity. Just as we pulled together last year to bring ourselves through an unprecedented ice storm, we continue to pull together as a community to weather the economic uncertainties that continue to plague our country, state and town. There have been different viewpoints and different approaches to problems but no matter how heated the debate, it is clear that it is the collective passion to make our community great that drives us. We must continue the active discussion and open debate and in so doing, Harvard will continue to prosper through difficult economic times.

Revenue Shortfalls & Rising Costs

With forecasted reductions in both local receipts and state aid, there is no doubt that we had our work cut out for us this year to create a balanced budget that maximized services while minimizing costs. At the same time, with 77% of our expenses related to personnel, we were faced with the potential for rising benefits costs which have been increasing at a rate of approximately 10% per year. And with contract negotiations underway across the town, we had to prepare for the unknowns related to cost of living and merit-based raises.

Funding our Future

In addition to the fact that we were dealing with declining revenues and rising costs, a key driving factor in our budgeting approach this year was a focus on our growing need for capital projects. Tight budgets over a period of years have caused us to reduce maintenance budgets to uncomfortably low levels. The creation of the Capital Committee and the provision of funding a Capital fund (to be confirmed at this year's Town Meeting) were positive steps in helping us to get a more proactive plan in place. The Town Center Building Committee is also hard at work creating plans for our public meeting places. All of these plans come with real and substantial cost and we feel it's important that we are conservative in how we fund ongoing operations to insure we are able to fund our future. Due to our careful planning and saving last year, we have improved the state of our reserves to \$405,000 which is for handling unexpected expenses such as overages on snow & ice, special education placements and the repair of the Pond harvester. Our goal is to carry a reserve of at least 5% of Omnibus in our Stabilization Fund – to protect our bond rating and handle catastrophic expenses, as well as to provide a base from which to fund ongoing capital requirements. Currently at \$1,652,000 we stand at approximately 8% of the Omnibus which puts us in very good standing for the future.

Volunteerism

Volunteerism plays a critical role in keeping Harvard afloat and in this economic climate, this has never been truer. All of our Boards and Committees are Volunteers representing all types of professions and skill sets, not to mention passion for our Town – the value of which is impossible to quantify. The Volunteer Call Fire Department operates on a budget just over \$200,000. The commitment of these well-trained and highly committed volunteers coupled with a strong fire safety program saves Harvard significantly. By contrast, Ayer's fire budget is \$1,200,000 and Boxborough's is \$800,000. Due to ambulance billing being implemented, we are now able to operate our Volunteer Ambulance squad on a break-even basis. Volunteers working at the transfer station and the library deliver thousands of dollars in services.

Volunteers at the schools provide needed support to our teaching staff. And HAA runs tremendous youth Sports programs year after year all on the backs of enthusiastic parents. The list goes on and on and the Finance Committee wishes to make a special thank you to all those who serve.

Creative Cost Savings Strategies

Key to this year's budget process was the challenge to each department to identify strategies to deliver services more cost-effectively. Below are some of the notable approaches that our department leaders have adopted to keep services high and taxes low.

Dispatch – Replaced more expensive overtime hours by bringing in new part-time dispatcher staff.

Police – Pledged 42 hours of volunteer Police hours to support the elections in order to minimize budget growth for the Town Clerks office which has to support three elections in FY11.

DPW – Took advantage of an opportunity to outsource street sweeping to get the job done faster enabling them to divert highway resources to roadside clearing – addressing two key areas of feedback in the finance committee survey.

Finance Department – In FY10, we outsourced assessing which not only saved \$11,000 immediately, it also eliminated the need to spend an extra \$40,000 every third year for the Department of Revenue required triennial revaluation.

Library – Found more cost-effective approach to buying materials to enable them to buy more books with the same funding, the reduced energy costs and reduced the costs to provide CW/MARS services by switching to cable.

Non-Omnibus revenue sources

In addition to creative cost saving tactics, many departments were successful in securing additional outside sources of funds. Following is a sampling.

Schools – If not for the \$800,000 we have taken in for the Devens contract in FY10, we would most certainly have been forced to support an override or implement significant staff reductions. Unfortunately, rather than saving some of these funds for needed capital improvements, the budget downturn has necessitated the expenditure of most of the FY10 Devens contribution on FY10 operations. Another significant source of funds for the Schools includes \$280,000 collected per year to fully fund Athletic programs. In total, outside sources of funds contribute 20.3% of our School Budget, one of the highest in the State.

Park & Recreation - The Harvard Athletic Association (HAA) is collaborating to provide additional funding and services to assist in maintaining our playing fields in top condition.

Pond Committee– Began work on the \$587,000 State Grant to address pollution and weed growth in our Pond to preserve this precious town resource for generations to come.

Library - Launched a book fund in FY10. Now that the MBLC allows the Library materials requirement to be supplemented by funds outside of the Omnibus appropriation, this book fund will serve a critical role in helping to insure that the books, videos, and other materials in our Library stay current.

Ambulance – since insurance billing was implemented last spring, we have raised \$118,334 at no cost to our residents.

Referendum on User Fees

Several opportunities arose this year to discuss user fees. The Fire Department is considering implementing a \$10 fee for Burn Permits to offset the costs associated with administering and protecting the public during burning season. There are real costs associated with open burning and this nominal fee will enable the Fire Department to carry on the very important Public Education programs they deliver as well as maintain equipment and training. No decision was taken this year on the matter but it will be revisited by the Board of Selectmen. Also, the School Council introduced a discussion on whether we should fund a portion of the School User Fees for sports and clubs from the Omnibus Budget. The proposal would mean the town pays 38% of the cost of the athletic program, the parents pay 50% and the school pays 12%.

FY12 Outlook

We believe the fiscally conservative approach we adopted in FY09 and FY10 have positioned us well to get through another lean year in FY11. But our ability to deliver services in some departments is getting to the point of being at risk and a third year of belt tightening and finding cost efficiencies may be more than we can bear in FY12. It's important that we continue to push ourselves to uncover all opportunities to do more for less in FY11. If and when the time comes to request an override, the work we have done these past two years will have demonstrated that each department is operating as efficiently as possible and can no longer sustain cuts while maintaining public safety nor the quality of service that we demand.

As we move into the future, we also need to continue to look for outside sources of funding such as the explorations being conducted by EDAT for opportunities to expand our commercial base and reduce the residential tax burden, currently standing at 95.41% in FY10. We need to insure that our Schools remain in high standing to maintain our significant School Choice and Devens revenue streams, as well as the quality of education for our young people. We need to get control of the maintenance and use of our Town Center buildings for the financial and social benefit of the Town. In short, we need to keep working hard as a community to make Harvard the best it can be.

	Mass DOR Report at a Glance	Mass DOR Report at a Glance	Mass DOR Report at a Glance	Mass DOR Report at a Glance	Mass DOR Report at a Glance	Mass DOR Report at a Glance	Mass DOR Report at a Glance	Mass DOR Report at a Glance	Mass DOR Report at a Glance
	2010 Residential Tax Rate	% Levy from Residential	FY 2010 Max Allowable Levy	Percent revenues from tax levy	Percent Revenues from State Aid	Percent Revenues from Local Receipts	Assessed Value, Average Home	Average Single Family tax Bill	Unemployment rate
Ayer	\$ 11.49	44.98%	\$ 16,028,007	53.4%	20.4%	23.9%	\$ 275,964	\$ 3,171.00	9.1%
Berlin	\$ 13.37	75.06%	\$ 7,477,861	77.1%	8.8%	7.4%	\$ 383,436	\$ 5,127.00	7.1%
Bolton	\$ 17.61	90.34%	\$ 16,404,135	85.4%	3.3%	5.8%	\$ 485,135	\$ 8,543.00	6.4%
Boxboro	\$ 16.53	75.11%	\$ 15,890,797	79.7%	10.6%	7.5%	\$ 506,349	\$ 8,370.00	5.4%
Carlisle	\$ 14.62	98.24%	\$ 20,259,541	82.3%	5.1%	11.4%	\$ 771,254	\$ 11,276.00	6.7%
Clinton	\$ 13.35	77.66%	\$ 17,311,485	45.2%	40.3%	14.2%	\$ 232,076	\$ 3,098.00	9.4%
Groton	\$ 15.78	93.09%	\$ 24,215,080	76.0%	2.5%	18.6%	\$ 403,710	\$ 6,371.00	6.1%
Harvard	\$ 14.93	95.41%	\$ 16,321,805	74.7%	16.1%	8.1%	\$ 595,195	\$ 8,529.00	6.3%
Hudson	\$ 13.02	68.90%	\$ 35,744,977	57.4%	18.7%	16.7%	\$ 314,755	\$ 4,098.00	7.3%
Lancaster	\$ 16.07	88.22%	\$ 13,274,243	77.2%	5.9%	12.5%	\$ 309,536	\$ 4,974.00	8.7%
Littleton	\$ 14.63	71.32%	\$ 23,731,617	66.8%	14.7%	15.1%	\$ 370,111	\$ 5,415.00	6.2%
Lunenburg	\$ 14.20	90.48%	\$ 17,427,296	62.1%	23.2%	13.5%	\$ 281,062	\$ 3,991.00	8.7%
Maynard	\$ 16.14	79.06%	\$ 22,402,823	65.3%	16.9%	15.7%	\$ 320,390	\$ 5,171.00	6.6%
Shirley	\$ 12.31	89.53%	\$ 7,706,291	45.3%	36.5%	16.0%	\$ 290,234	\$ 3,573.00	7.9%
Sterling	\$ 14.29	86.58%	\$ 14,536,305	68.2%	8.0%	14.5%	\$ 311,328	\$ 4,449.00	6.9%
Stow	\$ 16.58	91.23%	\$ 19,400,398	78.7%	3.8%	15.5%	\$ 445,062	\$ 7,379.00	5.7%
Westford	\$ 14.63	85.72%	\$ 55,927,682	59.5%	21.3%	15.3%	\$ 450,723	\$ 6,594.00	7.3%

	Mass GIS	Mass DOR Report at a Glance	Mass DOR Report at a Glance	Mass DOR Report at a Glance	MASS DESE website	MASS DESE website	MASS DESE website	Mass Board Library Comm	Mass Board Library Comm
	% Open Space	2008 Population	Population per Sq.Mi.	Road Miles	FY07 Expenditures Per Pupil	Average SAT Score Reading, Writing, Math 2006-2007	Percent of the School Budget from the Omnibus	FY08 Town Library Approp.	FY08 Library Approp Per Capita
Ayer	10-15%	7,399	820.3	49.4	\$ 12,315	496	79.1%	\$ 427,632	\$ 58.03
Berlin	15-20%	2,853	220.7	44.9	\$ 14,208 **	520	90.2%	\$ 98,429	\$ 36.47
Bolton	15-20%	4,530	227.3	64.8	\$ 12,291	549	90.1%	\$ 202,541	\$ 45.20
Boxboro	15-20%	5,081	490.4	38.2	\$ 12,927 **	618	85.1%	\$ 277,289	\$ 54.40
Carlisle	25-30%	4,874	317.3	55.9	\$ 14,619 **	599	90.9%	\$ 486,841	\$ 99.72
Clinton	10-15%	13,965	2,450.0	52.0	\$ 11,129	512	81.7%	\$ 327,002	\$ 23.31
Groton	20-25%	10,632	324.4	110.9	\$ 11,379	548	87.5%	\$ 703,690	\$ 66.13
Harvard	20-25%	6,006	227.9	77.1	\$ 12,968	606	79.7%	\$ 510,419	\$ 85.06
Hudson	10-15%	19,597	1,704.1	91.2	\$ 11,763	511	86.9%	\$ 616,910	\$ 31.51
Lancaster	10-15%	7,015	253.4	70.1	\$ 12,291	549	90.1%	\$ 271,416	\$ 38.52
Littleton	0-10%	8,711	183.8	84.7	\$ 11,231	531	88.7%	\$ 417,613	\$ 47.92
Lunenburg	15-20%	9,946	376.5	93.7	\$ 10,605	508	81.5%	\$ 315,014	\$ 31.67
Maynard	30-40%	10,182	1,943.1	41.3	\$ 13,633	516	90.2%	\$ 374,924	\$ 36.84
Shirley	25-30%	7,904	499.6	48.8	\$ 11,488	n/a	82.4%	\$ 184,178	\$ 23.84
Sterling	30-40%	7,865	257.7	108.8	\$ 10,161	536	90.4%	\$ 289,568	\$ 36.78
Stow	25-30%	6,446	365.8	60.0	\$ 12,291	549	90.1%	\$ 183,375	\$ 28.98
Westford	10-15%	22,066	720.9	165.4	\$ 10,151	572	88.0%	\$ 1,401,112	\$ 64.30

* Does not include state aid received by the regional schools these town participate in.

** Schools are K-6 or K-8 only. The regional high school per pupil for Berlin is \$13,445, Boxboro \$12,733, Carlisle \$18,328

LOCAL SCHOOLS

In FY11 the Harvard Public Schools will receive \$13,094,861 or 69.9% of the Omnibus Budget operating total before debt. This compares to 69.7% in the current fiscal year. This amount consists of the Total Local Schools appropriation of \$11,094,861 (Net budget) and approx. \$2,000,000 of Medical Insurance and other Employee Benefits in the Insurance and Fringes section of the Omnibus Budget.

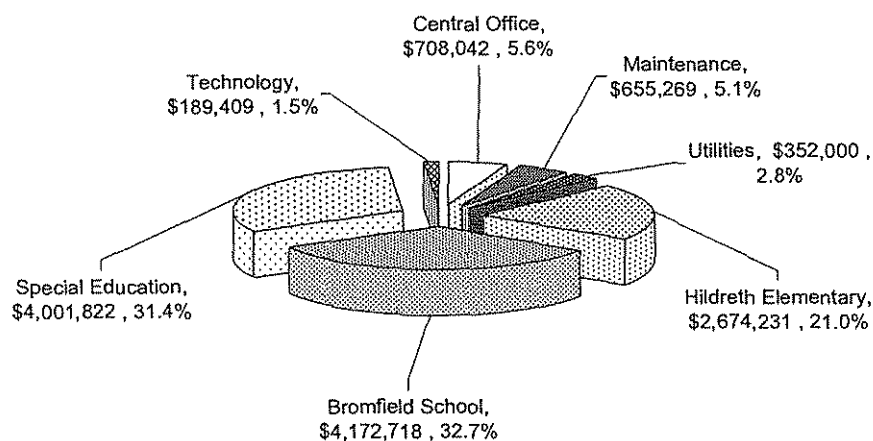
These amounts, however, do not reflect the full amount of School spending. There is another \$1,644,206 of Revenue Offsets from such items as Circuit Breaker State Aid, School Choice and Devens tuitions that also need to be managed by the School Committee.

The Finance Committee is continuing to try to show the full picture of the different sources of support for the Schools. This approach enables us to understand the full cost required to deliver services. The accompanying spreadsheet shows the Gross (total costs) and Net (after Revenue Offsets) budgets for FY10 and FY11. Only the Net budget is voted at Annual Town Meeting.

Additionally, there are other revenues that the Schools use to offset expenses not included in the Omnibus Budget, such as student activities, the school lunch program, user fees, and gifts.

The breakdown by major cost centers of the Gross budget for FY11 is shown in the following chart:

Harvard Public Schools, FY11 Proposed Budget



FY11 School Department Proposed Budget and Offsets

OMNIBUS BUDGET:	FY09 Actual	FY10 Budget	FY11 Proposed
<u>Administration</u>			
Salaries/Benefits	311,861	337,096	327,247
Transportation	183,900	255,800	262,195
Other Expenses	108,100	116,100	118,600
Total Administration	603,861	708,996	708,042
<u>Maintenance</u>			
Salaries	394,081	431,413	443,269
Utilities	402,500	466,500	352,000
Other Expenses	172,151	178,260	212,000
Total Maintenance	968,732	1,076,173	1,007,269
<u>Hildreth Elementary School</u>			
Salaries	2,386,226	2,544,057	2,607,781
Expenses	62,450	66,450	66,450
Total Elementary	2,448,676	2,610,507	2,674,231
<u>The Bromfield School</u>			
Salaries	3,554,368	4,078,045	4,055,127
Expenses	113,591	117,591	117,591
Total Bromfield	3,667,959	4,195,636	4,172,718
<u>Pupil Personnel Services (SPED)</u>			
Salaries	1,621,866	1,728,673	1,792,912
Other Expenses	49,500	45,000	42,000
Collaborative Services	359,430	237,504	329,883
Transportation	269,666	289,345	316,372
Tuition	796,023	1,362,377	1,318,498
Pre-School Salaries	181,873	249,231	194,657
Pre-School Expenses	63,000	59,500	7,500
Total Pupil Personnel Services	3,341,358	3,971,630	4,001,822
<u>Technology</u>			
Salaries	106,800	108,409	108,409
Expenses	77,500	67,050	81,000
Total Technology	184,300	175,459	189,409
Subsidies from Other Funds		(1,698,738)	(1,658,630)
Total Local Schools	* 11,214,886	11,039,663	11,094,861

* The FY09 total reflects a reduction of \$1,215,000 for subsidies from other funds.

REVENUE SOURCES/OFFSETS:	FY09 Actual	FY10 Budget	FY11 Proposed
School Choice	380,000	425,000	353,600
Circuit Breaker	575,000	513,000	340,000
Kindergarten Grant/Tuition	-	121,183	105,000
Devens	95,000	409,555	695,030
Food Service Support	10,000	15,000	10,000
Comm. Education Support	20,000	60,000	45,000
Building Rental-Utilities	0	20,000	10,000
Transportation Fees	70,000	65,000	65,000
Preschool Tuition	65,000	70,000	35,000
	<u>\$ 1,215,000</u>	<u>\$ 1,698,738</u>	<u>\$ 1,658,630</u>

Annual Town Meeting-Saturday, May 1st - Annual Town Election-Tuesday, May 4th

DEVENS CONTRACT

Starting in the fall of 2009, students from Devens began attending HES (recently named by the School Committee as Hildreth Elementary School), three years after Bromfield welcomed Devens students. The contract with MassDevelopment provides for a tuition rate of approx. \$13,000 per student vs. the School Choice amount of approximately \$5,000. Besides tuition, the Schools will receive \$185,000 this year for capital expenses and administrative support as part of the Devens contract.

The incremental dollars that the Devens contract brings are becoming a large revenue source. Starting at approximately \$248,000 in FY07, the estimate for FY11 is now up to approximately \$681,000. Harvard is increasingly becoming reliant on these Devens revenues. Should they ever go away, the Town would be faced with a potentially devastating shortfall. We should make sure that our reliance on Devens does not continue to grow and that we plan for the day when this source of revenue might not be available.

ENERGY CONSERVATION

The Harvard Energy Advisory Committee is making great progress with the schools, the largest user of all Town departments. At HES, they were fully involved and oversaw the conversion from fuel oil to natural gas in the summer of 2009, after the gas lines were expanded into the Town Center. At Bromfield, they are in the planning stages with the administration on installing solar panels on the roof.

CAPITAL ISSUES

The Report of the Capital Committee in this booklet shows a list of requests for the Schools going out several years. That committee has concerns about these expenditures, and when to categorize an item as maintenance vs. capital. While this year's recommended items are fairly modest, the cumulative cost is staggering – upwards of \$1,000,000 over the next five years. It is clear that we need to allocate more resources to the Maintenance budget.

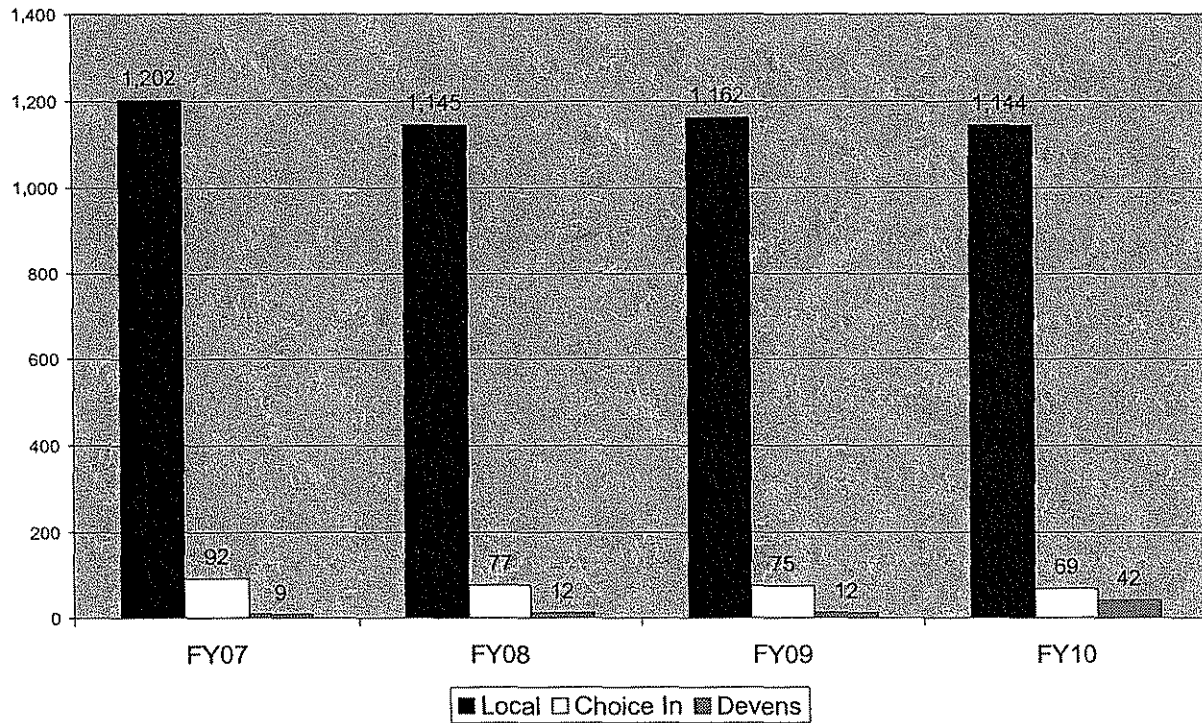
Not shown on that list of future expenditures is any mention of the kindergarten wing at HES. That portion of the building is halfway through a 10-year agreement with the Harvard Board of Health to allow it to stay open in spite of mildew concerns. Possible alternatives could range from an extension of the agreement up to and including a complete renovation.

SPECIAL EDUCATION

Costs for Special Education have become much steadier in the past few years than the wild swings we experienced earlier. This appears due to better program management, fewer students at the CASE Collaborative, and more predictable placements. The Finance Committee continues to allocate an additional \$175,000 in each year's Reserve Fund for unforeseen placements, but those amounts have only been required in modest amounts recently.

GROWTH in STUDENT POPULATION

Student Enrollment, FY07 - FY10



This chart shows relatively flat numbers of students in total. The number of local students is almost exactly the same as two years ago. The number of School Choice students has decreased steadily for three years. The School Committee has almost complete control over these enrollments. With the new contract for Devens students attending Bromfield this fall, total Devens students are way up. This number could increase in the future if the housing proposal for Vicksburg Square is approved.

SNAPSHOT: DEPARTMENT OF PUBLIC WORKS

The Department of Public Works is responsible to maintain 77 road miles across our 23 square mile town, to manage the Water Department, Building Grounds Maintenance, Cemetery Operations and the Transfer Station. It is worth clarifying that the DPW is not responsible for the upkeep of our parks, fields and commons as that comes under the purview of Park & Recreation. It also is not responsible for maintaining public buildings.

For FY11, the DPW found creative solutions to address two common recommendations from the Finance Committee Survey while keeping the budget flat. One was that street sweeping is often not completed until well into the summer. The other was about the condition of the roadsides which are overgrown with weeds, poison ivy and other brush causing a hazard for pedestrians and drivers. To address these issues, Public Works Director Rich Nota developed a solution to take savings from improved efficiency in other parts of the operation to fund a third party contract to outsource street sweeping. In so doing, he was able to eliminate \$24,000 worth of labor and equipment maintenance related to street sweeping which he was able to redeploy towards roadside maintenance & vegetation control. Instead of one Sweeper being deployed for weeks or months at a time, the outsourced contract will put two Sweepers on the road during a two week period in April enabling the sweeping to be completed by the beginning of May rather than in July as has often been the case.

In maintaining Harvard's roads during the winter months, the DPW uses a mixture of 50/50 sand and salt. This means considerably less salt goes on our roads than other communities as we make an effort to protect our well water sources and Bare Hill Pond from contamination. This has an implication for the condition of the roads during snow storms compared to other towns that do not have the same self-imposed restrictions but with obvious environmental benefits. Given the high price of salt, this practice also saves Harvard money on our Snow & Ice budget.

Improved efficiency at the Transfer Station over the past year has made a big impact on the budget and is the prime source of savings. Two part-time transfer station attendants were hired as dedicated resources for the Transfer Station and they have implemented a more rigorous enforcement of regulations to reduce our disposal costs. Through improvements in the recycling process and changes to our trucking contracts, we also further reduced our solid waste trucking costs. Recycling is a critical action that all residents should take seriously. It is good for the environment and it saves the Town money. In total, we were able to trim nearly \$30,000 from the operational budget at the Transfer Station this year, not to mention delivering a more efficient operation for our residents.

FY09 RESERVE FUND TRANSFERS

APPROPRIATIONS

Annual Town Meeting of March 29, 2008 \$ 350,000

TRANSFERS

Public Buildings, DPW Roof	47,700
Selectmen, Personnel	5,300
Town Report	3,500
BoH, Personnel	850
Town Clerk	800
Liability Insurance	5,000
Street Lights	950
Selectmen, Legal	5,000
Park & Recreation (Tree Work)	6,205
Legal Fees	1,365
Electrical Inspector	70
Snow & Ice	<u>273,260</u>
Total Transfers	<u>350,000</u>
Balance Returned to General Fund	<u>\$ -</u>

2009 STABILIZATION FUND

Stabilization Balance, December 31, 2008		\$ 1,634,278
Additions to the fund:		
Article Close-outs	\$ 31,537	31,537
Reductions to the fund:		
FY10 ATM Article #9, HES Air Conditioning	37,000	
FY10 ATM Article #10, HES Heating System	60,000	
FY10 ATM Article #13, Water Dept. Upgrades	<u>47,500</u>	
		(144,500)
Interest earned		<u>34,721</u>
Stabilization Balance, December 31, 2009		<u>\$ 1,556,036</u>

REPORT OF THE CAPITAL PLANNING AND INVESTMENT COMMITTEE

the Committee:

The Capital Planning and Investment Committee was formed by an affirmative vote of Article 6 at the Annual Town meeting of May 2, 2009. The Committee consists of five voting and three non-voting members. The Committee was authorized to study and evaluate capital spending and establish policies relative to funding and scheduling of capital projects. Capital projects, as defined by Article 6, are an outlay of funds that exceed \$10,000 and having an economic useful life of at least three years. The Committee was charged to produce a five year *Capital Improvement Plan* and present the results to the Finance Committee for inclusion in the ensuing year fiscal budget.

the process:

The Committee established four criteria for evaluating and scheduling of capital requests: emergency/public safety, legal mandates, efficiency/cost savings and normal operating replacement. Throughout the budget season the Committee met with certain Department Heads and Boards to evaluate their capital requests. The Committee employed qualitative and quantitative fact gathering to determine the need, cost reasonableness and scheduling of each capital request. Our fact gathering and analysis enabled us to make several conclusions pertaining to the Town's capital asset inventory and maintenance and replacement policies.

maintenance and equipment replacement:

The Town does not have an established policy of scheduled replacement and repairs. Scheduled replacement to achieve operating efficiencies and improve service delivery is sometimes deferred or postponed due to a lack of funding. Equipment is often removed from service simply because it is no longer operable and beyond repair. Building repairs and improvements are typically ignored unless there is evidence of critical damage and ongoing deterioration. The maintenance budgets of several key departments are under funded, resulting in "band aid" repairs to keep buildings and equipment operable.

funding capital requests:

In most towns, capital requests are funded from three primary sources: (1) the issuance of long-term debt, (2) a one time capital exclusion and (3) appropriation by two thirds vote from a Stabilization or Capital Fund. In Harvard, Article 7 of the 2009 Annual Town meeting established a *Capital Stabilization and Investment Fund (Capital Fund)* with initial funding of \$400,000 to be transferred from the *General Stabilization Fund*. Due to a technicality, this transfer was not approved by the State and, therefore, you'll see it again on this year's warrant. The Committee believes that in certain instances capital requests should be paid for through the issuance of long-term debt and other smaller requests be funded through appropriation from the *Capital Fund* thereby leveraging the limited invested funds available in any given year. In addition, Article 7 did not address a recurring source of funding to replenish the *Capital Fund*.

our recommendations:

Our fact gathering and analysis disclosed two significant findings. First, except for the new Library and the Public Safety Building, our Town buildings are in need of ongoing repairs and improvements along with enhanced annual maintenance. It is no secret that interior and exterior upkeep of many of the Town's older buildings has been ignored or deferred to future periods due to limited funds. Second, departmental maintenance budgets are under funded and lack the coordinated planning and collaboration which could maximize efforts and economies of scale.

Based on the above the Committee recommends the following corrective actions and policies.

1. Management should conduct a thorough evaluation as to the physical condition of all Town owned buildings. The results of the evaluation should be condensed into a current and long-term repair and improvement plan. The plan should be divided into two segments, ordinary recurring maintenance and capital asset repairs. The annual funding for departmental maintenance budgets should be increased to accommodate the identified ordinary recurring maintenance items. Those repairs and improvements that meet the definition of capital items should be included in the Capital Plan and scheduled according to need.
2. The Town needs to identify a permanent source of funding for the *Capital Stabilization and Investment Fund* to meet the current and long-term requests of the Capital Plan. The Committee recommends that certified free cash at the end of each fiscal year be transferred to the *Capital Stabilization and Investment Fund*. The Committee believes there should be two general conditions that would restrict the above transfer. The first would be if there are critical, extenuating circumstances in the current year budget cycle that were unforeseen when the budget was voted (such as a cut in State assistance) that would materially affect the level of required services. The second would be if the invested balance in the General Stabilization Fund fell below 5% of the Omnibus budget as of the preceding July 1st.
3. There is a need for a Town Facilities Manager who would oversee the maintenance of town municipal buildings. We do not believe that this is a full time position. Therefore, the Town should consider the creation of a new position *Director of Facilities and Maintenance*. This position would oversee the maintenance and upkeep of all town and school buildings. Maintenance spending would be consolidated and appropriated under the Omnibus budget. The new position would be a joint appointment by the School Committee and Board of Selectmen.

The Committee wishes to express its sincere appreciation to the Department Heads and other Boards who provided assistance to our efforts.

Debbie Ricci, Chair, Community Representative
Keith Cheveralls, School Committee
George McKenna, Finance Committee
Cindy Russo, Community Representative
Peter Warren, Board of Selectmen

Ex-Officio members:
Tim Bragan, Town Administrator
Lorraine Leonard, Town Accountant
Thomas Jefferson, School Superintendent

TOWN OF HARVARD CAPITAL PLAN
Fiscal Year 2011

1. *Bare Hill Pond dam repair.* This project involves dam repairs, removal of trees within 10' of dam and rehabilitation of embankments and the stone masonry wall at the concrete spillway. The projected cost is **\$37,000**. We recommend the project be funded from the Stabilization Fund.
2. *HES playground retaining wall and fencing.* The current retaining wall is in major disrepair and presents a safety hazard. The wire mesh fencing to be installed at the top of the wall will provide a child safe environment. The projected cost is **\$30,000**. We recommend the project be funded from the Stabilization Fund.
3. *Highway garage roof.* The roof of the office and maintenance bay is in major disrepair. This section of the roof will be replaced with a new insulated rubber roof. The projected cost is **\$35,000**. We recommend the project be funded from the Stabilization Fund.
4. *Bromfield energy efficiency improvements.* This project includes mechanical system upgrades and has a projected cost to the Town of **\$95,960**. It is expected that the Town will recover the cost through energy savings in less than two years. This addresses the first of two energy related projects recommended by the HEAC and the National Grid School Building study. We recommend the project be fully or partially funded from the Stabilization Fund.
5. *Fire Truck.* This acquisition will replace a 1981 fire truck. Replacement was originally scheduled for FY 2012, but because of the current truck's condition and the risk of major failure it has been moved to FY 2011. The projected cost is **\$550,000**. We recommend the acquisition be funded by non-exempt long-term debt.
6. *DPW Dump Truck and Spreader.* The truck will replace two 1985 trucks that have been removed from service in the last two years. The existing fleet of 5 heavy duty trucks were manufactured between 1995 and 2002. Currently there are 4 "slide-in" spreaders, all 25 years old. The existing spreader will not make it through another winter season. The projected cost is **\$160,000**. We recommend the acquisition be funded by non-exempt long-term debt.
7. *Fire air pack bottles.* Replacement of the department's air pack bottles is necessary to insure the safety of our firefighters. In addition, the law requires that they be replaced by June 2011. The projected cost is **\$37,700**. We recommend the project be funded from the Stabilization Fund.

8. *Fire engine #2 refurbish.* This will restore certain malfunctioning parts and bring the engine into compliance with new federal standards for emergency vehicles. The projected cost is **\$12,500**. We recommend the project be funded from the Stabilization Fund.
9. *School one-ton pickup truck.* This truck replaces a truck that is no longer road worthy and is beyond cost-effective repair. The projected cost is **\$40,000**. We recommend the project be funded from the Stabilization Fund.
10. *Water system improvements.* This project is part of an ongoing replacement of Town Center 6" water main, some of which dates back to 1923. This phase of the project will replace the old water main from Littleton Road to Town Hall and will transfer 10 services from the old main to the new system. This will improve water quality and reduce the risk of chloroform contamination. The projected cost is **\$100,000**. We recommend the project be funded from the Stabilization Fund.
11. *Municipal Building Use Study.* This study will consider the Town Hall, the Old Library and Hildreth House. It will include evaluation of general building condition, required upgrades and space planning. The study will consider the feasibility of various options proposed for the Library and Hildreth House, and will develop concept designs for reconfiguration of Town Hall. The concept design work will include consideration of alternative designs and phasing options and will be prepared with cost, program scope, and energy systems as variables. Approval of these funds should not be construed as committing to a particular option for any of the town center buildings. The projected cost is **\$70,000**. We recommend the project be funded from the Stabilization Fund.

**TOWN OF HARVARD 5 YEAR CAPITAL PLAN
FY2011 - FY2015**

	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>	<u>Total</u>
<u>Land and Improvements:</u>						
Transfer Station paving		\$ 35,000				\$ 35,000
Bare Hill Pond dam repair	\$ 37,000					37,000
HES playground retaining wall and fencing	30,000					30,000
HES playground upgrade		65,000				65,000
HES resurface and paving					\$ 60,000	60,000
Bromfield paving and lighting					60,000	60,000
Ann Lee Rd. field upgrade (placeholder)						-
Total	<u>67,000</u>	<u>100,000</u>	<u>0</u>	<u>0</u>	<u>\$ 120,000</u>	<u>287,000</u>
<u>Buildings and Improvements:</u>						
Fire Station (center) refurbish/mechanical			\$ 250,000			250,000
Fire Station (Still River) refurbish					250,000	250,000
Highway garage roof	35,000					35,000
Highway building refurbish			170,000			170,000
HES and Bromfield mechanical upgrades	55,100					55,100
Bromfield House structural/mechanical		30,000	55,000	\$ 15,000	25,000	125,000
HES heating system		30,000				30,000
HES storage building			50,000			50,000
HES windows K-wing				45,000		45,000
HES relamp lighting					30,000	30,000
Bromfield ramp railings and planking		20,000				20,000
Bromfield boiler room wiring			30,000			30,000
Bromfield locker room upgrade				30,000		30,000
Municipal Building Use Study	70,000					70,000
Total	<u>160,100</u>	<u>80,000</u>	<u>555,000</u>	<u>90,000</u>	<u>305,000</u>	<u>1,190,100</u>

	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>	<u>Total</u>
<u>Major Equipment- >\$100k</u>						
Fire Truck - Hose Reel Truck [\$550,000] **						
DPW dump truck w/spreader [\$160,000] **	15,975	80,825	78,575	76,325	74,075	325,775
Fire truck brush			120,000			120,000
DPW dump truck w/spreader				160,000		160,000
Total	<u>15,975</u>	<u>80,825</u>	<u>198,575</u>	<u>236,325</u>	<u>74,075</u>	<u>605,775</u>
<u>Minor Equipment- <\$100k</u>						
Fire replace air bottles	37,700					37,700
Fire engine #2 refurbish	12,500					12,500
Fire tanker refurbish				95,000		95,000
School one ton pickup	40,000					40,000
Total	<u>90,200</u>	<u>0</u>	<u>0</u>	<u>95,000</u>	<u>0</u>	<u>185,200</u>
<u>Infrastructure</u>						
Water system improvements	100,000	60,000	60,000	60,000	60,000	340,000
New town well		60,000	400,000			460,000
New town sewer (placeholder)						-
Total	<u>100,000</u>	<u>120,000</u>	<u>460,000</u>	<u>60,000</u>	<u>60,000</u>	<u>800,000</u>
Grand Total	<u>\$ 433,275</u>	<u>\$ 380,825</u>	<u>\$ 1,213,575</u>	<u>\$ 481,325</u>	<u>\$ 559,075</u>	<u>\$ 3,068,075</u>

** amortization of \$710,000 15 year non-exempt debt including accrued interest.

FINANCIAL PROJECTIONS

The Finance Committee offers these financial projections as our best estimate of spending and taxes required for operating our town for the next four years. As we stated in the past, unforeseen near-term changes in economic conditions have affected our earlier assumptions and will continue to have an impact on how we arrive at our assumptions moving forward.

We believe it is important for voters to understand the future implications of decisions being made at Town Meeting about both capital projects and operating expenses.

These projections were made with the input and judgment of all Town departments and committees. Although we continue to feel uncertain about many future economic factors, it is better to make some informed judgments and move forward.

FINANCIAL ASSUMPTIONS

1. The Capital Plan for Fiscal Years 2011-2015, as presented on the previous pages.
2. No new programs for the foreseeable future.
3. Continuing economic declines.
4. Local Aid (Cherry Sheet) will decrease 6.0% for FY11, then flat.
5. A Total Stabilization Fund balance of not less than 5% of the total Omnibus Budget before debt.
6. Budget revenues and expenditures will be affected by:
 - a. Total payroll costs, including seniority and merit steps, and personnel changes will increase 4% per year.
 - b. Health insurance cost increases will be 6% per year.
 - c. Interest rates for new debt will average 4.5% over the next five years.
 - d. General expenses (non-salary) will increase no more than 1% per year.
 - e. Increases in tax revenues from new growth will be approximately \$100,000 per year, starting in FY11.
 - f. Local receipts will remain level from FY11 forward.
 - g. Assessments from the State (Cherry Sheet charges) will remain level from FY11 forward.

We expect the Omnibus Budget to show limited growth while the Town explores additional ways to provide services: examples in FY10 are the outsourcing of some Finance Department functions, billing insurance companies for ambulance services, and securing outside contracts from Devens for educational services and in FY11 we will be outsourcing street sweeping, reduced costs at the transfer station, and a more cost effective approach to buying materials at the Library.

We hope these Financial Projections help the community understand the current and future impact of the decisions made at Town Meeting. Your feedback will help the Finance Committee and all Town departments and committees to better understand the interests and priorities of Harvard's taxpayer.

TOWN OF HARVARD

FINANCIAL PROJECTION AND RECAPITULATION WORKSHEET

REVENUE	FY 2008	FY 2009	Budgeted FY 2010	Estimated FY 2011	Estimated FY 2012	Estimated FY 2013	Estimated FY2014
TAXES							
Levy	\$ 12,904,607	\$ 14,192,889	\$ 15,028,499	\$ 15,526,819	\$ 16,017,490	\$ 16,520,427	\$ 17,035,938
New Growth	\$ 178,614	\$ 269,062	\$ 119,616	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Override	\$ 763,500	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -
Excluded Debt	\$ 1,281,964	\$ 1,218,017	\$ 1,180,266	\$ 1,131,974	\$ 1,034,665	\$ 1,006,290	\$ 977,103
Capital Exclusions							
LOCAL							
Receipts	\$ 1,615,500	\$ 1,493,325	\$ 1,413,625	\$ 1,336,125	\$ 1,336,125	\$ 1,336,125	\$ 1,336,125
Free Cash	\$ 198,612	\$ -	\$ 86,131	\$ -	\$ -	\$ -	\$ -
Stabilization	\$ 73,200	\$ 199,500	\$ 144,500	\$ 410,225	\$ -	\$ -	\$ -
Overlay Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wetlands	\$ 8,444	\$ 10,854	\$ 11,071	\$ 11,071	\$ 11,071	\$ 11,071	\$ 11,071
Library	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Investment Fund	\$ -	\$ -	\$ -	\$ -	\$ 380,825	\$ 823,595	\$ 531,325
STATE							
Cherry Sheet	\$ 3,928,430	\$ 4,116,688	\$ 3,522,972	\$ 3,344,540	\$ 3,344,540	\$ 3,344,540	\$ 3,344,540
TOTAL	\$ 20,957,871	\$ 21,700,335	\$ 21,506,680	\$ 21,860,754	\$ 22,224,716	\$ 23,142,048	\$ 23,336,102
EXPENSES							
BUDGET							
General Government	\$ 978,721	\$ 1,090,937	\$ 1,048,424	\$ 1,092,306	\$ 1,129,444	\$ 1,167,846	\$ 1,207,552
Public Safety	\$ 1,375,538	\$ 1,328,798	\$ 1,377,381	\$ 1,374,925	\$ 1,421,672	\$ 1,470,009	\$ 1,519,990
Education	\$ 10,767,392	\$ 11,150,210	\$ 11,107,490	\$ 11,182,621	\$ 11,562,830	\$ 11,955,966	\$ 12,362,469
Physical Environment	\$ 1,205,695	\$ 1,391,043	\$ 1,212,473	\$ 1,205,367	\$ 1,246,349	\$ 1,288,725	\$ 1,332,542
Human Services	\$ 112,112	\$ 103,321	\$ 135,709	\$ 136,392	\$ 141,029	\$ 145,824	\$ 150,782
Culture & Recreation	\$ 583,310	\$ 550,385	\$ 565,109	\$ 578,293	\$ 597,955	\$ 618,285	\$ 639,307
Recurring Capital	\$ 112,000	\$ 98,591	\$ 112,000	\$ 112,000	\$ 112,000	\$ 112,000	\$ 112,000
Insurance & Fringe	\$ 2,679,926	\$ 2,456,492	\$ 2,997,040	\$ 3,044,500	\$ 3,196,725	\$ 3,356,561	\$ 3,524,389
Debt:							
Non-Excluded	\$ 2,341	\$ 4,718	\$ 4,573	\$ 17,475	\$ 82,325	\$ 90,075	\$ 127,825
Excluded	\$ 1,281,913	\$ 1,218,017	\$ 1,182,167	\$ 1,131,974	\$ 1,106,665	\$ 1,078,290	\$ 977,103
OTHER LOCAL							
Overlay	\$ 95,601	\$ 82,343	\$ 104,186	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000
Articles	\$ 557,500	\$ 623,500	\$ 605,500	\$ 852,981	\$ 700,000	\$ 1,135,020	\$ 805,000
STATE							
Charges & Offsets	\$ 1,177,811	\$ 1,048,316	\$ 1,046,706	\$ 1,046,920	\$ 1,046,920	\$ 1,046,920	\$ 1,046,920
TOTAL	\$ 20,929,860	\$ 21,146,671	\$ 21,498,758	\$ 21,860,754	\$ 22,428,916	\$ 23,550,523	\$ 23,890,880
Surplus/(Deficit)	\$ 28,011	\$ 553,664	\$ 7,922	\$ 0	\$ (204,200)	\$ (408,475)	\$ (554,778)

REPORT OF THE ECONOMIC DEVELOPMENT ANALYSIS TEAM

At the 2009 Annual Town Meeting, voters overwhelmingly approved a warrant article directing the Board of Selectmen to appoint an Economic Development Analysis Team (EDAT) to "... *prepare a commercial and industrial (C&I) development strategy for the Town*".

With a very specific focus on Harvard's Commercial Zoning District that lies along Ayer Road north of Route 2, the EDAT organized its investigation by sub-teams to:

1. Identify target businesses based on surveyed needs/desires of Town residents, and tested for market viability and tax-revenue potential
2. Identify high-potential sites for near-term commercial development based on site characteristics and landowner interviews
3. Solicit Town input on building/landscape architectural styles to provide input to developers and guidance for potential zoning/regulation changes
4. Identify critical road/water/sewer infrastructure issues, and analyze potential solutions for viability and cost
5. Investigate alternative assessment models to maximize tax revenues from new businesses without significant impact to existing businesses
6. Evaluate best practices of successful Economic Development Commissions in other towns to develop an appropriate model for Harvard

EDAT used multiple surveys, public meetings, televised BOS reviews, newspaper articles/interviews and an interactive Town forum to invite input and communicate its process.

Based on resident feedback, the input from owners of commercial property, and the current restrictive economic climate, EDAT is recommending a very focused initiative as a first step in further commercial development of Ayer Road. The vision is a limited commercial expansion that offers the highest benefit to the Town in desired services and tax benefits, while starting to address the infrastructure deficiencies for the future.

Elements of this vision include the development of a small retail plaza, a small office park and a for-profit assisted living facility. Our vision also provides that all new development should be designed to visually enhance the area and provide sufficient screening to abutters. The retail plaza would address the expressed needs of residents for a grocery store, pharmacy and other small shops. After a review of the needs of such businesses with respect to location and customer base, it appears as though Harvard would be a viable location. Additional office space is a component of our vision because it represents a net gain in revenue and is generally a relatively low impact use. For-profit assisted living facilities provide revenue to the Town along with a housing alternative for those in need of 24-hour medical and personal care, which is a need for many Harvard families.

EDAT has reviewed the infrastructure requirements for current needs and for the components of the vision. We have reviewed recent studies of traffic flow and safety on Ayer Road, and will offer recommendations to improve both. EDAT is also investigating the possibility of a small, isolated sewer district using a low-pressure sewer to connect the three high-potential development parcels near Old Mill Road to the Devens sewer system. Because all three of these property owners may require extensive and expensive individual septic systems, this plan looks to coordinate their efforts by splitting the costs of this isolated low-pressure system between the three owners and the Town.

Consistent with its directed mission to analyze and not implement, EDAT will conclude this mission in May 2010 by submitting a warrant article at the 2010 Annual Town Meeting, asking voters to direct the Selectmen to *either*:

1. form a standing Economic Development Committee to proceed with detailed design and implementation of this vision; *or*
2. halt further action.

Respectfully submitted,

Bill Johnson, Chair

Michelle Catalina, Vice-chair

Carrie Fraser

Rick Maiore

Elaine Lazarus

Brian Smith

REPORT OF THE HARVARD ENERGY ADVISORY COMMITTEE

The purpose of the Harvard Energy Advisory Committee (HEAC), formed in 2009, is to advise town officials on energy related issues, to improve energy efficiency and improve energy-use practices with the overall goal of reducing Town energy consumption and costs. HEAC has set a goal to reduce energy use in town buildings by 3 percent per year. We are investigating funding sources, such as utility incentives and state grants, to implement projects with a minimum of Town tax dollars. Highlights of 2009 include:

- **Building audits completed** – As part of the National Grid Whole Building Assessment program for the schools and a Department of Energy Resources (DOER) grant, all of the major Town buildings had professional audits in 2009. The major Town buildings are Bromfield school, Elementary school, New Library, Police/Ambulance Station, DPW, Town Hall, Center Fire station and the Old Library.
- **School lighting upgraded**– The lighting at the Bromfield School and Harvard Elementary School has been upgraded to more energy efficient lamps, ballasts and fixtures. National Grid paid for 60%-70% of the costs for these upgrades.
- **HES heating system converted**- HEAC provided extensive support for the effort to convert the HES heating system to natural gas to achieve an estimated savings of \$10,000 per year.
- **Energy use behavior and education begun**- We are establishing Town guidelines on energy use to influence behavior. We worked with National Grid to implement the Power to Save campaign at the HES for energy efficiency education, energy use awareness and outreach.
- **Green communities grant secured**- HEAC applied for and was awarded consulting assistance in 2010 to evaluate the Green Communities program “Green Communities” designation. This effort requires involvement from the entire community to determine how to meet the criteria, including the Energy Stretch Code and adopting as-of-right siting and expedited permitting for alternative energy generating, R&D or manufacturing facilities. The Green Communities designation will allow Harvard to be eligible for significant grant funds .
- **Solar panels secured for Bromfield** – HEAC received matching Clean Energy Choice funds provided by the Massachusetts Renewable Energy Trust to install solar panels on the Bromfield school. The cost will be paid using in matching funds and a Commonwealth Solar.

We appreciate the efforts of Town employees, Boards and all volunteers that have cooperated with us to provide the necessary information, guidance and funding authorization to implement recommended projects and perform our work. We are always looking for new members to assist in the many ongoing initiatives and can be contacted at HEAC@googlegroups.com.

Respectfully submitted,

Brian Smith, Chair
Forrest Hodgkins

Bill Blackwell
Rene Roy

Eric Broadbent
Bob Vinci (Support member)

David Fay

COMMUNITY PRESERVATION COMMITTEE 2010 REPORT

With the establishment of the Community Preservation Act in 2000, the Commonwealth established a trust fund that would match up to 100% of dollars collected via a property tax surcharge of 3% or less by towns which adopted the terms of the act. The funds can only be used for acquisition of Open Space and Recreation assets, development of Affordable Community Housing, and Historic Preservation initiatives, with a minimum of 10% of each year's new funds going to each of the three areas. The Town of Harvard adopted the Act provisions in 2001, voting a local property tax surcharge of 1.1%.

Since its inception through the end of fiscal 2011, Harvard's Community Preservation Committee (CPC) estimates that \$2.42 million will have been raised, including \$1.44 million raised locally by the 1.1% surcharge. This past year, the state match rate shrunk to 35%, and is projected to drop further to 30%, as the flow of cash into the state trust fund remains weak, and as those reduced funds are shared by more and more towns across the Commonwealth which have adopted the Act.

At the last eight Annual Town Meetings, the voters have approved just over \$2 million in spending. Approximately \$80,000 of the appropriated funds that were not needed or that had passed a sunset date have been returned and \$16,000 of interest has been earned over the years. CPA fund reserves, the town's preservation "savings accounts," show a projected balance of just under \$163,000 at end of FY10.

Activities of the Community Preservation Committee

Annual Town Meeting 2009 voted to approve \$358,867 for all of the projects and transfers that were recommended by the CPC.

The CPC adopted newly drafted Policies and Procedures in early 2009. In the summer and fall, CPC undertook a formal update of the "Preservation Goals and Needs Assessment" document which serves as a broad strategic plan for preservation initiatives. CPC encouraged, and received input, into the updated "Goals and Needs" from many town boards and organizations, both public and private. Both of these documents can be found at the CPC's page on the town website.

There were several changes to the CPC's membership. Mark Cooper, former chairman and appointed representative from the Housing Authority, was replaced by Bruce Nickerson. Charlie Gorss replaced George Watkins as the Conservation Commission's representative. Elected member Philip Crosby resigned; the remaining one year of that term will be filled at the town elections in the spring of 2010.

FY2011 Applications

The committee received nine applications for consideration for a combined total of over \$840,000. Total available funds, including reserves, were projected at \$385,000. This is the fourth consecutive year that funding requests exceed the amount available to spend. It is clear to the CPC that available funds will continue to be insufficient to meet the on-going requests with the state match decrease unless the 1.1% surcharge is increased. In addition, Harvard will

continue to forfeit the potential for additional matching state funds that are available only to towns which have approved the maximum 3% surcharge; while the formula is complex, the average “bonus” paid to towns which have adopted a 3% surcharge is 20% more than their “base” match.

The specific projects and recommendations of the CPC requiring approval by Annual Town Meeting are listed as warrant articles herein. If all recommendations are approved by Town Meeting, the remaining fund balance carried forward to next year will total just over \$95,000.

Respectfully submitted,

Donald Boyce, Vice-Chair – term expires 2011
Chris Cutler, Historical Commission
Charlie Gorss, Conservation Commission
Margaret Grogan, Park & Recreation Commission
Bruce Nickerson, Housing Authority
Steve Rowse, Chairman and Treasurer – term expires 2010
Joe Sudol, Planning Board
Deborah Thomson, Secretary – term expires 2012

Community Preservation Fund - Project Recommendations and Projected Fund Balances

FY 2011 - projections as of 3/15/10

		Town Surcharge	State Match	Interest		Total
Income - estimates in italics		\$178,599	\$52,273	\$1,000		\$231,871
			30%			
Project Recommendations	Fund Source	Open Space/Rec	Housing	Historic	Admin	
ConsCom - transfer to Conservation Fund	FY 11, Budgeted Res	\$75,000				
Pond Cmte - replace weed harvester engine	denied					
MAHTF - transfer to Housing Trust	FY11, Reserve		\$75,000			
HHC - Town Hall Exterior Restoration	FY11, Reserve			\$100,000		
Congregational Church - Exterior Restoration	denied			\$0		
Town Clerk - Documents Preservation	FY 11			\$33,000		
Fruitlands - Documents Preservation	FY 11			\$7,000		
Fruitlands - Update Ecological Inventory	denied	\$0				
HHC - Preservation Plan for Shaker Cemetery	FY 11			\$5,655		
Statutory Transfers to meet 10% requirement						
CPC Administrative Account					\$2,000	
Grand Total Recommended to ATM 2010		\$75,000	\$75,000	\$145,655	\$2,000	\$297,655
Reserve Account Transactions						
Specific Reserve Accounts						
Opening Balance		\$0	\$18,529	\$66,788		\$85,317
Voted to Reserve Account						\$0
Appropriations from Reserve Account	Town Hall Restoration			(\$66,788)		(\$66,788)
Appropriations from Reserve Account	Xfer to Housing Trust		(\$18,529)			(\$18,529)
Required Specific Reserve to 10%						\$0
Closing Balance - Specific Reserves		\$0	\$0	\$0		\$0
Unspecified & Budgeted Reserve Accounts						
Opening Balance						\$77,421
Appropriations Taken from Budgeted Reserve	Conservation Fund Xfer	(\$45,000)				(\$45,000)
Appropriations Taken from Budgeted Reserve	MAHTF Transfer		(\$27,441)			(\$27,441)
Unspent '11 Funds added to Reserve						\$91,975
Closing Balance - Unspecified Reserves						\$96,954
Closing Balance - Budgeted Reserves						\$0
Projected Closing Balance - All Reserve Accounts						\$96,954

SUMMARY OF WARRANT ARTICLES

<u>Article</u>	<u>Article Topic</u>	<u>Amount</u>
1	Annual Reports	
2	Protective Bylaw Amendment – General (Drive-in/Drive-through)	
3	Protective Bylaw Amendment – Zoning Map Supplement	
4	Protective Bylaw Amendment - Signs	
5	Closeout of Articles	\$ 1,536
6	Certified Free Cash	422,845
7	Omnibus Budget	19,843,850
8	Reserve Fund – Fiscal Year 2011	350,000
9	Capital Stabilization and Investment Fund	
10	Funding For Capital Stabilization and Investment Fund FY11	400,000
11	Funding Mechanism for the Capital Stabilization and Investment Fund	
12	Harvard Schools One Ton Pick-Up Truck	40,000
13	Harvard Schools Mechanical Upgrades	95,960
14	Hildreth Elementary School Retaining Wall and Fence	30,000
15	Highway Garage Roof	35,000
16	DPW Heavy Equipment	160,000
17	Bare Hill Pond Dam Repair	37,000
18	Upgrades to Water System – Connections to new water line	30,000
19	Upgrades to Water System – New Line	70,000
20	Self-Contained Breathing Apparatus Air Bottles	37,700
21	Fire Department Refurbish Engine #2	12,500
22	New Fire Truck	550,000
23	Municipal Buildings Use Study	70,000
24	Borrowing Costs	32,050
25	Police Contract	1,600
26	Dispatcher Contract	2,578
27	DPW Contract	11,850
28	Lighting Upgrades for Town Buildings	6,753
29	Resolution to Pursue Commercial Development in Harvard's Commercial District	
30	Override – Bromfield School User Fees	107,000
31	Community Preservation Committee Report	
32	Restoration of Town Hall	100,000
33	Harvard Municipal Affordable Housing Trust Fund	75,000
34	Conservation Fund	75,000
35	Community Preservation Committee – Administrative Expenses	2,000
36	Preservation of Historic Town Documents – Town Clerk	33,000
37	Preservation of Historic Documents - Fruitlands	7,000
38	Preservation of Shaker Grave Markers	5,655
39	Release and Modify Restriction To Property at 105 Stow Road	
40	Amend General Bylaws – Chapter 110 – Vehicles, Unregistered or Junked	
41	Amend General Bylaws – Add Chapter 98, Stretch Energy Code	
42	Regional Household Hazardous Waste	4,271
43	Agricultural Advisory Commission – Budget	2,000
44	Easement for Affordable Senior Apartments on Ayer Road	
45	Local Option Meals Tax	
46	Adopt MGL Chapter 40, Section 22F	
47	Town Clerk – Change Sunset for Ballot Box Replacement	
48	Council on Aging Revolving Fund	
49	Fourth of July Revolving Fund	
50	Ambulance Revolving Fund	
51	Acceptance of Gifts of Property-Conservation Land	
52	Acceptance of Highway Funds	

TOWN MEETING PROCEDURES

League of Women Voters of Harvard, 2009

SPEAKING AT TOWN MEETING

- When recognized by the Moderator, state name and address
- Speak only to the motion or question before the meeting. The Moderator may forbid speech that he/she considers to be an interruption, indulging in personalities, or improper
- All questions and comments must be addressed to the chair, not to another individual
- A vote ends all discussion on that motion

WARRANT ARTICLES

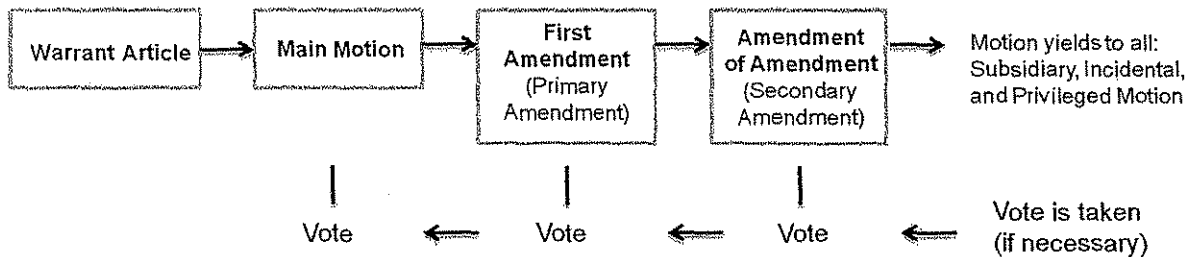
The Warrant is the agenda for Town Meeting. The articles in the Warrant are taken up at Town Meeting by vote upon motions. The Moderator will call for a motion, and when it is made it becomes the Main Motion. The article in the Warrant defines the limit or scope of the subject matter to be contained in the motion and any subsequent amendments. All Main Motions and amendments must be submitted in writing to the Moderator.

MAIN MOTIONS

Main Motions under articles are taken one at a time, to be decided : Yes or No.

Motions must be seconded, and may be debated, amended, deferred or otherwise disposed of. Votes are by 2/3, or 9/10, or a majority, depending on the type of article. Main Motions yield to Subsidiary Motions (in ranking order), Incidental Motions, and to Privileged Motions, whether or not they are relevant.*

MOTIONS AND AMENDMENTS ARE DISPOSED OF BY VOTE IN REVERSE ORDER OF SUBMISSION



SUBSIDIARY MOTIONS

A Subsidiary Motion relates to the Main Motion. Subsidiary Motions are ranked, and a motion of lower rank may not be considered while a higher ranking motion is pending. A motion to end debate or a motion to "Move the Previous Question" must be voted before the meeting can move on to voting on the motion itself.

INCIDENTAL MOTIONS

Incidental Motions relate to the conduct of meetings, and are not ranked. Incidental Motions are considered and disposed of before the motion out of which they arise. A speaker may be interrupted for a Point of Order. "Mr. Moderator, I rise to a Point of Order." Questioner remains silently standing until recognized by the chair.

PRIVILEGED MOTIONS

Privileged Motions relate to adjournment: to adjourn to no future date; to recess; to adjourn to a fixed time. A Question of Privilege relates to the rights and safety of the attendees and questioner may interrupt speaker. For example: The building is on fire.

* Withdrawals of Main Motions may be made by majority vote or unanimous consent before a vote is taken. Once a motion has been voted, it may not be withdrawn. A Main Motion may be withdrawn before it has been discussed. "Move to take no action ..." Motions may be reconsidered, but reconsideration is not customary or encouraged.

SUBSIDIARY MOTIONS

Relate to Main Motion.

<i>In ranking order</i>	<i>Meaning</i>	<i>Second</i>	<i>Vote</i>	<i>Debate</i>	<i>Amend</i>	<i>Reconsider</i>
To Lay Motion on the Table	Temporary set aside of motion.	Yes	2 / 3	No	No	Yes
Move the Previous Question	A move to end debate.	Yes	2 / 3	No	No	Yes
To Limit or Extend Debate	To a set time limit, i.e. 2 minutes per speaker.	Yes	2 / 3	No	No	Yes
Postpone	To set motion aside until a specified time.	Yes	Majority	Yes	Yes	Yes
To commit or refer	To refer the matter to a committee for study.	Yes	Majority	Yes	Yes	Yes
First Amendment (Primary Amendment)	To modify Main Motion on the floor. May not enlarge the scope of the article.	Yes	Majority	Yes	Yes	Yes
Second Amendment (Secondary Amendment)	May modify the Primary (First) Amendment. Secondary Amendments may not be amended.*	Yes	Majority	Yes	No	Yes
Postpone Indefinitely	Can only be made on a Main Motion.	Yes	Majority	Yes	No	Yes

*There is no limit on the number of secondary amendments that can be made, but they are considered, and disposed of, one at a time.

INCIDENTAL MOTIONS

Incidental motions relate to the conduct of the meeting.

<i>Incidental Motions</i>	<i>Meaning</i>	<i>Second</i>	<i>Vote</i>	<i>Debate</i>	<i>Amend</i>	<i>Reconsider</i>
Point of Order There are only three points of order: 1. Is the speaker entitled to the floor? 2. Is what the speaker saying contrary to proper procedure? 3. Is the pending action contrary to proper procedure?	(is actually a question)	No	No	No	No	No
Appeal	Appeals a ruling of the chair.	Yes	Majority	Yes	Yes	Yes
Divide the Question	Divide the motion into sections.	Yes	Majority	Yes	Yes	No
Separate Consideration	Consider motion paragraph by paragraph.	Yes	Majority	Yes	Yes	No
Fix Method of Voting	By standing or by paper ballot.	Yes	Majority	Yes	Yes	Yes
Nominations	To a committee.	No	Plurality	No	No	No
Leave to Withdraw or modify (see footnote previous page)	Once motion has been stated and seconded, speaker must ask permission to withdraw it.	No	Majority	No	No	No
			Consensus approval accepted, if no one objects.			
Suspend Rules	To permit ... (i.e. a non-resident speaker)	Yes	2 / 3	No	No	No

**WARRANT FOR THE ANNUAL TOWN MEETING AND ELECTION
COMMONWEALTH OF MASSACHUSETTS**

WORCESTER, ss.

To the Constable of the Town of Harvard:

Greeting:

In the name of the Commonwealth, you are hereby required to notify and warn the inhabitants of the said Town, who are qualified to vote in Town affairs, to meet in The Bromfield School on Saturday, the 1st day of May, 2010 at 9:00 a.m. by the clock to act on the following articles:

ARTICLE 1: ANNUAL REPORTS

To see if the Town will hear the reports of the Board of Selectmen, School Committee, and any other officers or committees that may be ready to make a report and act thereon.
(Inserted by Board of Selectmen)

ARTICLE 2: AMEND PROTECTIVE BYLAW - DRIVE-THROUGH FACILITIES

To see if the Town will vote to amend Chapter 125 of the Code of the Town of Harvard, the Protective Bylaw, by:

1.) Inserting between the definition of the terms "COMMON OPEN SPACE (COS)" and "DRIVEWAY" in §125-2 thereof the following definition:

"DRIVE-THROUGH FACILITY - The use of land, buildings, or structures, or parts thereof, to provide or dispense products or services, either wholly or in part, through an attendant or window or automated machine, to persons remaining in motorized vehicles that are in a designated stacking lane. A drive-through facility may be permitted only as an accessory use (i.e. in combination with another use such as a bank or financial institution or pharmacy). A drive-through facility does not include a vehicle washing facility, a vacuum cleaning station accessory to a vehicle washing facility, or an automobile/gasoline service station.";

2.) Adding the following new Paragraph to §125-20 thereof:

"E. Drive-through facilities, except where such facilities are accessory to banks or financial institutions or pharmacies, are specifically prohibited. A drive-through facility which is accessory to a bank or financial institution or pharmacy may be established upon the issuance of a special permit from the Planning Board, provided that:

- (1) Not more than one drive-through facility for a principal use shall be permitted.
- (2) There are no residential uses within 500 feet of the drive-through facility, except for residential uses which are located within a mixed-use development.
- (3) There are no other drive-through facilities within 300 feet of the proposed facility except as may be otherwise determined by the Planning Board based on public safety and traffic circulation considerations as set forth in its special permit decision.
- (4) With respect to off-site effects, the drive-through facility shall not result in an increase in congestion, an impediment to parking areas, an impediment to pedestrian traffic, overflow into a street, double parking on a street or conflict with turning movements at intersections.
- (5) With respect to on-site effects, the drive-through facility shall not result in an impairment of the parking areas, an impairment of parking circulation, an impediment to trash storage or an impediment to loading or service areas.

- (6) The drive-through facility shall have not more than one stacking lane which shall have (i) a minimum of 9 vehicle spaces with a minimum length of 20 feet, one of which shall be at the window or transaction station; (ii) a minimum width of 11 feet straight; (iii) a minimum width of 12 feet on a curve; and (iv) a curb separating the lane and parking area.
- (7) Landscaping must obscure the drive-through facility from residential properties as set forth in §125-39 D. Screening
- (8) One sign shall be provided which (i) directs vehicular traffic in and out of the stacking lane; (ii) limits the direction of travel in the lane to one way; (iii) limits speed in the lane to 10 miles per hour; and (iv) directs pedestrian traffic around or through the lane.
- (9) Speakers, intercoms and vehicular traffic at the drive-through facility shall not be audible from adjacent properties.
- (10) Lighting of the drive-through facility shall not exceed one foot candle at adjacent properties and shall not be illuminated between 11:00 PM and 6:00 AM except as set forth in §125-40 D.
- (11) The drive-through facility complies with the site standards set forth in §125-39, except where such standards are inconsistent with any provision of this Paragraph E."

Or pass any vote or votes in relation thereto.

(Inserted by Planning Board)

(2/3 vote required)

ARTICLE 3: AMEND PROTECTIVE BYLAW – ZONING MAP SUPPLEMENT

To see if the Town will vote to amend the Protective Bylaw, Chapter 125 of the Code of the Town of Harvard, by replacing the existing Zoning Map supplement referenced in to §125-43 and appended to the Protective Bylaw as Attachment 1 Town of Harvard Zoning Map [Amended last 3-25-2006 ATM by Art. 19] with the digitized and colorized version of said map entitled "Harvard, MA: Zoning & Zoning Overlay Districts", a copy of which map is on file in the Office of the Town Clerk, or pass any vote or votes in relation thereto.

(Inserted by Planning Board)

(2/3 vote required)

ARTICLE 4: AMEND PROTECTIVE BYLAW – SIGNS

To see if the Town will vote to amend the Protective Bylaw, Chapter 125 of the Code of the Town of Harvard, by making the following revisions to § 125-41:

[Key to revisions: underlining denotes additions; ~~strike through~~ denotes deletions]

HARVARD PROTECTIVE BYLAW CHAPTER 125-41 SIGNS

§ 125-41. Signs. [Added 3-4-1967 ATM by Art 21; amended 3-3-1973 ATM by Art 35]

I. Off-site signs on Town ways.

(1) Off-site directional signs shall:

(c) Not exceed three square feet in area, except for directional signs to commercial agricultural enterprises as defined by MGL Chapter 128, Section 1A which shall not exceed four square feet in area.

or pass any vote or votes in relation thereto.

(Inserted by Planning Board)

(2/3 vote required)

ARTICLE 5: CLOSEOUT OF ARTICLE

To see if the Town will vote to transfer unexpended funds appropriated under the following article back to the original funding source:

- \$1,535.60 under Article 20 of the March 27, 2004 Annual Town Meeting which was for
Installing Monitoring Equipment for the Water System,

or pass any vote or votes in relation thereto.

(Inserted by Finance Committee)

FINANCE COMMITTEE RECOMMENDS – closing out the above-referenced Warrant Article from a previous year to the General Fund. This amount is now available as the project has been completed at a lower cost than anticipated.

Absent any further appropriations this fiscal year, this amount, totaling \$1,535.60, would become part of Free Cash at July 1, 2010.

ARTICLE 6: FISCAL YEAR 2009 CERTIFIED FREE CASH

To see if the Town will vote to transfer from Free Cash, a sum of money to be placed in the General Stabilization Fund, or pass any vote or votes in relation thereto.

(Inserted by the Finance Committee)

(2/3 vote required)

FINANCE COMMITTEE RECOMMENDS – the sum of \$422,845 to be transferred from Free Cash to the General Stabilization Fund. This amount represents the entire balance of Free Cash as certified by the State as of July 1, 2009. Refer to Article 11 whereby it is being recommended in future years that the Free Cash be transferred to the Capital Stabilization and Investment Fund.

ARTICLE 7: OMNIBUS BUDGET

To see if the Town will vote to raise and appropriate, borrow or transfer from available funds, such sums of money as may be necessary to defray expenses for the ensuing fiscal year (FY2011), or pass any vote or votes in relation thereto.

(Inserted by Finance Committee)

FINANCE COMMITTEE RECOMMENDS – the total amount of the Omnibus Budget as shown at the end of the detailed listing on the following pages.

(NOTES)

Town of Harvard Omnibus Budget, FY11

Line #	Department/Account	Actual FY08	Actual FY09	Budgeted FY10	Recommended FY11
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GENERAL GOVERNMENT

Selectmen

1	Personnel	143,583	146,072	142,207	152,330	
2	Town Audit	12,000	12,000	12,000	12,000	
	Expenses	10,098	14,611	9,000	9,000	
	Copy Machine	3,556	1,889	3,700	3,700	
	Postage	17,288	17,352	18,500	18,500	
3	Total Expenses	30,942	33,852	31,200	31,200	
	Total Selectmen	186,525	191,924	185,407	195,530	5.46%

Finance Committee

4	Expenses	169	170	200	200	0.00%
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Finance Department

	Personnel	343,214	328,312	273,431	283,401	
	Certification Compensation	2,000	2,000	3,000	2,000	
5	Total Personnel	345,214	330,312	276,431	285,401	
	Technology Services & Supplies	28,099	29,268	32,500	32,500	
	Expenses	16,189	20,081	83,700	83,700	
6	Total Expenses	44,288	49,350	116,200	116,200	
	Total Finance Department	389,502	379,661	392,631	401,601	2.28%

Legal

	Town Counsel Fees & Expenses	37,829	33,595	33,000	33,000	
	Other Legal Fees & Expenses	8,525	23,770	18,000	18,000	
7	Total Legal	46,354	57,365	51,000	51,000	0.00%

Personnel Board

8	Expenses	0	100	100	100	0.00%
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Town Clerk

	Personnel	61,387	62,911	64,170	64,170	
	Certification Compensation	1,000	1,000	1,000	1,000	
9	Total Personnel	62,387	63,911	65,170	65,170	
	Expenses	1,974	1,734	3,600	2,300	
	Publications Reprinting/Codification	3,442	3,380	4,650	4,750	
10	Total Expenses	5,416	5,114	8,250	7,050	
	Total Town Clerk	67,803	69,025	73,420	72,220	-1.63%

Town of Harvard Omnibus Budget, FY11

Line #	Department/Account	Actual FY08	Actual FY09	Budgeted FY10	Recommended FY11
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Elections & Registrars

	Registrars' Honoraria	400	400	500	500	
	Election Officers (Police)	2,483	1,595	625	0	
	Expenses	7,767	7,316	4,700	7,835	
	Census	1,135	430	1,325	600	
11	Total Elections & Registrars	11,785	9,741	7,150	8,935	24.97%

Land Use Boards

12	Personnel	36,892	43,138	44,001	44,991	
	Conservation Expenses	653	498	500	500	
	ZBA Expenses	802	1,311	1,000	750	
	Planning Board Expenses	1,287	1,216	1,400	1,400	
	MRPC Assessment	1,389	1,424	1,460	1,460	
13	Total Expenses	4,131	4,450	4,360	4,110	
	Total Land Use Boards	41,023	47,588	48,361	49,101	1.53%

Personnel includes \$11,071 to be transferred from Wetlands Protection Fund.

Public Buildings

14	Personnel	20,971	21,290	21,716	22,191	
	Operating Expenses	41,104	51,389	22,000	32,000	
	Energy	121,050	122,220	130,000	130,000	
	Maintenance & Equipment	28,813	76,973	29,000	26,400	
	Waste Water Treatment Ops.	NA	59,194	85,000	85,000	
15	Total Expenses	190,967	309,775	266,000	273,400	
	Total Public Buildings	211,938	331,065	287,716	295,591	2.74%

Annual Town Reports

16	Expenses	4,800	4,299	3,000	2,000	-33.33%
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TOTAL GENERAL GOVERNMENT	959,899	1,090,937	1,048,985	1,076,278	2.60%
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Town of Harvard Omnibus Budget, FY11

Line #	Department/Account	Actual FY08	Actual FY09	Budgeted FY10	Recommended FY11
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PUBLIC SAFETY

Police Department

17	Personnel	729,384	736,414	762,740	764,893	
	Public Safety Building	44,330	44,649	28,800	28,800	
	Cruiser Maintenance	9,189	13,570	10,000	10,000	
	Supplies & Expenses	26,223	19,281	30,700	30,700	
18	Total Expenses	79,742	77,500	69,500	69,500	
	Total Police Department	809,126	813,914	832,240	834,393	0.26%

Communications Department

19	Personnel	192,534	192,568	204,740	204,740	
20	Expenses	18,787	18,500	18,500	18,700	
	Total Communications Department	211,321	211,068	223,240	223,440	0.09%

Fire Department

21	Personnel	185,438	176,222	178,501	180,192	
	Expenses	33,870	9,095	32,000	32,000	
	Radio Replacement & Repair	3,712	3,748	2,250	2,250	
	Protective Equipment	2,656	1,785	1,400	1,400	
22	Total Expenses	40,238	14,628	35,650	35,650	
	Total Fire Department	225,676	190,851	214,151	215,842	0.79%

Ambulance

	Expenses	18,147	23,066	0	0	
	Training	13,628	9,745	0	0	
	Ambulance Regular Operating Exp.	31,775	32,811	0	0	
	Additional Training and Other	NA	0	0	0	
	Total Ambulance *	31,775	32,811	0	0	0.00%

Building & Zoning Inspector

23	Fees & Expenses	57,046	32,204	55,000	50,000	-9.09%
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Gas Inspector

24	Fees & Expenses	2,930	3,281	4,250	4,000	-5.88%
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Plumbing Inspector

25	Fees & Expenses	6,773	4,479	7,750	7,000	-9.68%
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Wiring Inspector

26	Fees & Expenses	9,969	9,570	9,500	9,000	-5.26%
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Animal Control

	Personnel	16,500	16,500	16,500	16,500	
	Expenses	323	120	750	750	
27	Total Animal Control	16,823	16,620	17,250	17,250	0.00%

Tree Warden

28	Expenses	13,708	14,000	14,000	14,000	0.00%
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	TOTAL PUBLIC SAFETY	1,385,147	1,328,798	1,377,381	1,374,925	-0.18%
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Annual Town Meeting-Saturday, May 1st - Annual Town Election-Tuesday, May 4th

Town of Harvard Omnibus Budget, FY11

Line #	Department/Account	Actual FY08	Actual FY09	Budgeted FY10	Recommended FY11
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SCHOOLS

Local Schools

<u>Administration</u>						
	Salaries/Benefits	323,532	351,837	337,096	327,247	
	Transportation	173,780	245,994	255,800	262,195	
	Other Expenses	117,679	95,897	116,100	118,600	
	Total Administration	614,991	693,728	708,996	708,042	
<u>Maintenance</u>						
	Salaries	384,517	426,517	431,413	443,269	
	Utilities	407,797	346,856	466,500	352,000	
	Other Expenses	219,838	166,205	178,260	212,000	
	Total Maintenance	1,012,152	939,578	1,076,173	1,007,269	
<u>Hildreth Elementary School</u>						
	Salaries	2,282,358	2,355,756	2,544,057	2,607,781	
	Expenses	43,222	51,102	66,450	66,450	
	Total Elementary	2,325,580	2,406,858	2,610,507	2,674,231	
<u>The Bromfield School</u>						
	Salaries	3,484,109	3,953,884	4,078,045	4,055,127	
	Expenses	119,383	122,220	117,591	117,591	
	Total Bromfield	3,603,492	4,076,104	4,195,636	4,172,718	
<u>Pupil Personnel Services (SPED)</u>						
	Salaries	1,400,205	1,618,717	1,728,673	1,792,912	
	Other Expenses	140,336	30,336	45,000	42,000	
	Collaborative Services	392,563	361,482	237,504	329,883	
	Transportation	319,551	264,394	289,345	316,372	
	Tuition	784,959	1,474,195	1,362,377	1,318,498	
	Pre-School Salaries	106,209	251,577	249,231	194,657	
	Pre-School Expenses	22,908	13,493	59,500	7,500	
	Total Pupil Personnel Services	3,166,731	4,014,194	3,971,630	4,001,822	
<u>Technology</u>						
	Salaries	102,001	106,775	108,409	108,409	
	Expenses	66,716	53,070	67,050	81,000	
	Total Technology	168,717	159,845	175,459	189,409	
	Subsidies from Other Funds		(1,215,000)	(1,698,738)	(1,658,630)	
29	Total Local Schools	10,891,663	11,075,307	11,039,663	11,094,861	0.50%

* The FY08 total is reduced by \$1,315,560 for subsidies from other funds.

30	Montachusett Regional Voc. Tech.	66,443	74,903	67,827	87,760	29.39%
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TOTAL SCHOOLS	10,958,106	11,150,210	11,107,490	11,182,621	0.68%
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PHYSICAL ENVIRONMENT

Dept. of Public Works

31	Personnel	556,403	562,425	589,821	582,367	
	Maintenance & Equipment	160,367	78,825	136,700	145,500	
	Fuel	74,636	66,851	65,000	65,000	
	Improvements & Construction	33,211	61,832	38,902	50,000	
	Snow & Ice Removal	159,170	369,260	96,000	96,000	
	Telephone & Electricity	10,037	9,195	9,000	10,500	
32	Total Expenses	437,421	585,963	345,602	367,000	
	Total Dept. of Public Works	993,824	1,148,388	935,423	949,367	1.49%

Annual Town Meeting-Saturday, May 1st - Annual Town Election-Tuesday, May 4th

Town of Harvard Omnibus Budget, FY11

Line #	Department/Account	Actual FY08	Actual FY09	Budgeted FY10	Recommended FY11
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Solid Waste Transfer

33	Transfer Station Expenses	227,464	188,683	218,050	188,500	
34	Hazardous Waste Disposal *	0	0	0	8,000	
	Total Solid Waste Transfer	227,464	188,683	218,050	196,500	-9.88%

* On an alternating year schedule.

Street Lights & Traffic Signal

35	Expenses	4,743	5,380	4,500	5,000	11.11%
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Water Department

36	Expenses	19,252	14,108	16,000	16,000	0.00%
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Pond Committee

37	Expenses	18,500	33,500	33,500	33,500	0.00%
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Cemeteries

38	Expenses	3,962	984	5,000	5,000	0.00%
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	TOTAL PHYSICAL ENVIRONMENT	1,267,745	1,391,043	1,212,473	1,205,367	-0.59%
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HUMAN SERVICES

Board of Health

Board of Health						
39	Personnel	7,231	7,009	7,905	7,205	
	Expenses	1,296	1,195	1,450	1,200	
	Nashoba Assoc. Boards of Health	19,110	19,110	19,110	19,110	
40	Total Expenses	20,406	20,305	20,560	20,310	
	Total Board of Health	27,637	27,314	28,465	27,515	-3.34%

Council on Aging

41	Personnel	50,751	49,978	68,769	70,402	
42	MART Personnel	19,999	15,640	21,000	21,000	
	Expenses	1,886	733	1,975	1,975	
	MART Van Expenses	498	534	1,000	1,000	
43	Total Expenses	2,384	1,267	2,975	2,975	
	Total Council on Aging	73,134	66,885	92,744	94,377	1.76%

Veterans' Services

	Personnel	100	1,000	2,000	1,000	
	Expenses	357	192	500	1,500	
	Benefits	12,459	7,929	12,000	12,000	
	Total Expenses	12,816	8,121	12,500	13,500	
44	Total Veterans' Services	12,916	9,121	14,500	14,500	0.00%

	TOTAL HUMAN SERVICES	113,687	103,321	135,709	136,392	0.50%
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Town of Harvard Omnibus Budget, FY11

Line #	Department/Account	Actual FY08	Actual FY09	Budgeted FY10	Recommended FY11
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CULTURE AND RECREATION

Library

45	Personnel	347,364	366,569	353,698	359,972	
46	Expenses	140,106	111,276	141,489	151,266	
	Total Library	487,470	477,846	495,187	511,238	3.24%

Parks & Recreation

47	Commons & Schools/Grounds Exp.	18,049	23,776	18,050	17,650	
48	Beach Expense	13,500	13,800	13,835	13,295	
49	Beach Personnel - Director	9,589	6,773	9,780	7,853	
50	Groundskeeping Personnel	27,003	28,157	28,157	28,157	
	Total Parks & Recreation	68,141	72,506	69,822	66,955	-4.11%

Historical Commission

51	Expenses	20	34	100	100	0.00%
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TOTAL CULTURE AND RECREATION	555,631	550,385	565,109	578,293	2.33%
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RECURRING CAPITAL EXPENDITURES

52	Police Cruiser	26,259	22,585	27,000	27,000	
53	Public Works Equipment	66,595	69,718	70,000	70,000	
54	Technology	14,743	6,288	15,000	15,000	
	TOTAL RECURRING CAPITAL EXP.	107,597	98,591	112,000	112,000	0.00%

INSURANCE AND FRINGES

Property/Liability/Self-Insurance

55	Insurance	113,069	141,174	135,000	137,500	1.85%
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Employee Benefits

	Worcester Regional Retirement	427,865	463,970	527,840	555,000	
	Workers' Compensation Insurance	63,980	53,316	67,000	72,000	
	Unemployment Insurance	30,070	38,774	60,000	60,000	
	Medicare	154,994	146,157	160,200	163,000	
	Medical Insurance	1,741,995	1,581,456	2,004,000	2,011,000	
	Life Insurance	5,173	5,723	6,000	7,000	
	Deferred Compensation	6,970	8,117	12,000	12,000	
	Disability Insurance	18,198	15,102	20,000	22,000	
	Benefits Administration	900	2,704	5,000	5,000	
56	Total Employee Benefits	2,450,145	2,315,318	2,862,040	2,907,000	1.57%

TOTAL INSURANCE AND FRINGES	2,563,214	2,456,492	2,997,040	3,044,500	1.58%
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TOTAL OPERATING BEFORE DEBT	17,911,026	18,169,777	18,556,187	18,710,376	0.83%
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Annual Town Meeting-Saturday, May 1st - Annual Town Election-Tuesday, May 4th

Town of Harvard Omnibus Budget, FY11

Line #	Department/Account	Actual FY08	Actual FY09	Budgeted FY10	Recommended FY11
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NON-EXCLUDED DEBT

Debt Expense

57	Tax Anticipation Borrowing/Cost	1,500	1,500	1,500	1,500	0.00%
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Permanent Debt

58	HES Roof (2000) Principal	2,000	3,000	3,000	0	
59	HES Roof (2000) Interest	341	218	73	0	
	Total Payments	2,341	3,218	3,073	0	-100%

TOTAL NON-EXCLUDED DEBT	3,841	4,718	4,573	1,500	-67.20%
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TOTAL OPERATING AFTER NON-EXCLUDED DEBT	17,914,867	18,174,495	18,560,760	18,711,876	0.81%
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EXCLUDED DEBT

Permanent Debt

60	Public Safety Building (2000) Principal	135,000	135,000	135,000	135,000	
61	Public Safety Building (2000) Interest	92,415	85,766	79,219	72,533	
62	Public Safety Bld Land (2000) Principal	30,000	30,000	30,000	40,000	
63	Public Safety Bld Land (2000) Interest	5,610	4,133	2,678	975	
64	Public Safety Bld Plan (2000) Principal	10,000	10,000	10,000	10,000	
65	Public Safety Bld Plan (2000) Interest	1,464	971	486	122	
66	Tripp Land (2000) Principal	25,000	25,000	25,000	0	
67	Tripp Land (2000) Interest	3,050	1,819	606	0	
68	Vesenska Land (2000) Principal	20,000	20,000	20,000	20,000	
69	Vesenska Land (2000) Interest	3,415	2,430	1,460	488	
70	HES Lighting (2000) Principal	3,000	2,000	2,000	0	
71	HES Lighting (2000) Interest	269	146	49	0	
72	Bromfield School (2004) Principal	320,000	320,000	315,000	315,000	
73	Bromfield School (2004) Interest	205,573	197,035	182,929	171,116	
74	Library (2004) Principal	135,000	135,000	135,000	135,000	
75	Library (2004) Interest	86,854	82,466	77,741	72,677	
76	School Roof Repairs (2008) Principal	125,000	125,000	125,000	125,000	
77	School Roof Repairs (2008) Interest	80,313	41,251	40,000	34,063	
	TOTAL EXCLUDED DEBT	1,281,963	1,218,017	1,182,168	1,131,974	-4.25%

GRAND TOTAL OMNIBUS BUDGET	19,196,830	19,392,512	19,742,928	19,843,850	0.51%
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ARTICLE 8: RESERVE FUND – FISCAL YEAR 2011

To see if the Town will vote to raise and appropriate or transfer from available funds, a sum of money to be placed in the Reserve Fund Account for unforeseen and extraordinary expenses for the ensuing fiscal year (Fiscal Year 2011), or pass any vote or votes in relation thereto.
(Inserted by Finance Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$350,000 for the Reserve Fund. This includes \$175,000 for traditional emergency needs plus \$175,000 to cover potential unforeseen Special Education costs.

This account is under the control of the Finance Committee, to cover unforeseen and extraordinary expenses not anticipated at Annual Town Meeting. This process saves the Town from having to hold numerous Special Town Meetings to authorize the expenditures of small sums.

Please refer to the schedule at the front of this book for FY09 Reserve Fund Transfers.

ARTICLE 9: CAPITAL STABILIZATION AND INVESTMENT FUND

To see if the Town will vote to amend the Code of the Town of Harvard by adding to Chapter 17, Capital Planning and Investment Committee and Capital Stabilization and Investment Fund, by adding thereto the following section:

§17-3 Capital Stabilization and Investment Fund. The Town of Harvard hereby establishes and shall maintain a special fund to be known as the Capital Stabilization and Investment Fund. The Town may appropriate funds into the Capital Stabilization and Investment Fund by a two-thirds vote at an annual or special town meeting. Any interest earned on the assets of the Fund shall be added to and become part of the Capital Stabilization and Investment Fund. The Treasurer of the Town shall be the custodian of the fund and may deposit proceeds in national banks or invest the proceeds by deposit in savings banks, cooperative banks or trust companies organized under the laws of the Commonwealth or invest the same in such securities as are legal for the investment of funds of savings banks under the laws of the Commonwealth or in federal savings and loan associations situated in the Commonwealth. Monies in the Capital Stabilization and Investment Fund may be appropriated at any annual or special town meetings by a two-thirds vote. Said fund may be appropriated for any purpose for which the Town would be authorized to borrow money under sections seven and eight of Chapter 44 of the Massachusetts General Laws, other than clauses (1) and (2) of said Chapter 44 Section 8, and to pay the debt service on said projects, which are recommended by the by the Capital Investment Committee. Or pass any vote or votes in relation thereto.

(Inserted by Board of Selectmen)

(2/3 vote required)

FINANCE COMMITTEE RECOMMENDS – the passage of this article commensurate with the affirmative vote recorded at the 2009 Annual Town Meeting.

ARTICLE 10: CAPITAL STABILIZATION AND INVESTMENT FUND – INITIAL FUNDING

To see if the Town will vote to raise and appropriate or transfer from available funds the sum of \$400,000 as start-up funding to be deposited in the Town's Capital Stabilization and Investment Fund, or pass any vote or votes in relation thereto.

(Inserted by Board of Selectmen)

(2/3 vote required)

FINANCE COMMITTEE RECOMMENDS – the sum of \$400,000 be transferred from the General Stabilization Fund to the new Capital Stabilization and Investment Fund to provide start-up funding for the proposed capital projects presented in the Capital Plan Fiscal Years 2011 to 2015.

ARTICLE 11: CAPITAL STABILIZATION AND INVESTMENT FUND – FUNDING MECHANISM

To see if the Town will vote to amend the Code of the Town of Harvard by adding to Chapter 17, Capital Planning and Investment Committee and Capital Stabilization and Investment Fund, by adding thereto the following section:

§17-4 Capital Stabilization Funding Mechanism. In order to meet the current and long-term requests of the Capital Plan the Town will put forth an article to transfer Certified Free Cash to the Capital Stabilization and Investment Fund at the end of each fiscal year provided that there were no critical, extenuating circumstances in the current year budget cycle that were unforeseen when the budget was voted that would materially affect the level of required services or the invested balance in the General Stabilization Fund fell below 5% of the Omnibus budget as of the preceding July 1st, or pass any vote or votes in relation thereto.
(Inserted by Capital Planning and Investment Committee and Finance Committee)

FINANCE COMMITTEE RECOMMENDS – the above policy for funding the annual monetary requirements of the Capital Stabilization and Investment Fund. At the end of each fiscal year the Certified Free Cash should be appropriated to the Capital Stabilization and Investment Fund. There are two general conditions that would restrict the amount of the appropriation and transfer. The first would be if there are critical, extenuating circumstances in the current year budget cycle that were unforeseen when the budget was voted (such as a decrease in state assistance revenue) which would materially affect the level of required services. The second would be if the invested balance in the General Stabilization Fund falls below 5% of the Omnibus Budget as of the preceding July 1st.

ARTICLE 12: HARVARD SCHOOLS – ONE TON PICK-UP TRUCK

To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to be expended by the School Department, with the approval of the School Committee, to purchase a one (1) ton pick-up truck, with unexpended funds as of June 30, 2011 being returned to their funding source, or pass any vote or votes in relation thereto.
(Inserted by Capital Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$40,000 be appropriated from the General Stabilization Fund. This truck replaces a current truck that is no longer roadworthy and beyond cost effective repair.

ARTICLE 13: HARVARD SCHOOLS – MECHANICAL UPGRADES

To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to be expended by the School Department, with the approval of the School Committee, to upgrade the mechanical systems within The Bromfield School, with unexpended funds as of June 30, 2011 being returned to their funding source, or pass any vote or votes in relation thereto.
(Inserted by Capital Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$95,960 be raised and appropriated. This project will provide energy management controls to The Bromfield School and would address one of several energy related improvements recommended by the National Grid school building study.

ARTICLE 14: HILDRETH ELEMENTARY SCHOOL – RETAINING WALL AND FENCE

To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to be expended by the School Department, with the approval of the School Committee, to replace the retaining wall at

the Hildreth Elementary School and to install a fence, with unexpended funds as of June 30, 2011 being returned to their funding source, or pass any vote or votes in relation thereto.

(Inserted by Capital Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$30,000 be appropriated from the General Stabilization Fund. The current retaining wall is in major disrepair and presents a safety hazard. The wire mesh fence installed on the top of the new wall will provide a child-safe environment.

ARTICLE 15: DEPARTMENT OF PUBLIC WORKS – HIGHWAY GARAGE ROOF

To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to replace the DPW garage roof, with unexpended funds as of June 30, 2011 being returned to their funding source, or pass any vote or votes in relation thereto.

(Inserted by Capital Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$35,000 be appropriated from the General Stabilization Fund. The existing roof over the office and maintenance bay is in major disrepair and leaking. This area will be replaced with an insulated rubber roof similar to the new section of roof installed in 2009.

ARTICLE 16: DEPARTMENT OF PUBLIC WORKS – HEAVY EQUIPMENT

To see if the Town will vote to raise and appropriate, borrow or transfer from available funds a sum of money to purchase a new heavy duty dump truck and appurtenant equipment, with unexpended funds as of June 30, 2011 being returned to their funding source, or pass any vote or votes in relation thereto.

(Inserted by Capital Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$160,000 be raised through the issuance of non-exempt debt under a fifteen-year term paid from the Capital Stabilization and Investment Fund. This truck along with a new slide-in spreader replaces two 1985 trucks that were removed from service in the last two years. The existing fleet of 5 heavy duty trucks range in age from 8 to 15 years old. Currently there are 4 slide-in spreaders all approximately 25 years old, one of which will be removed from service at the end of this season.

ARTICLE 17: DEPARTMENT OF PUBLIC WORKS – BARE HILL POND DAM REPAIRS

To see if the Town will vote to raise and appropriate, borrow or transfer from available funds a sum of money to be used to repair the Bare Hill Pond Dam, with unexpended funds as of June 30, 2011 being returned to their funding source, or pass any vote or votes in relation thereto.

(Inserted by Capital Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$37,000 be appropriated from the General Stabilization Fund. This project consists of dam repairs and rehabilitation of embankments and the stone masonry wall at the concrete spillway.

ARTICLE 18: WATER DEPARTMENT - UPGRADES TO WATER SYSTEM

To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to be expended by the Director of Public Works and Water Commissioners, with the approval of the Board of Selectmen, to remove water services on Fairbanks and Oak Hill Roads from the existing 80 -year old six-inch diameter unlined water main and reconnect them to newer eight-inch diameter cement lined water main and take this section of said existing six inch water main out of service, with unexpended funds as of June 30, 2011 being returned to their funding source, or pass any vote or votes in relation thereto.

(Inserted by Capital Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$30,000 be appropriated from the General Stabilization Fund. This project would transfer approximately 10 households from the old main trunk line to a new main trunk line.

ARTICLE 19: WATER DEPARTMENT - UPGRADES TO WATER SYSTEM

To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to be expended by the Director of Public Works and Water Commissioners, with the approval of the Board of Selectmen, to upgrade the water system from Littleton Road to the Town Hall, with unexpended funds as of June 30, 2011 being returned to their funding source, or pass any vote or votes in relation thereto.

(Inserted by Capital Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$70,000 be appropriated from the General Stabilization Fund. This project is an ongoing replacement of the Town Center 6" water main, some of which date back to 1923.

ARTICLE 20: FIRE DEPARTMENT – SELF-CONTAINED BREATHING APPARATUS AIR BOTTLES

To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to be expended by the Fire Chief to purchase new Self-Contained Breathing Apparatus (SCBA) air bottles for the Fire Department to replace all of the current SCBA air bottles, with unexpended funds as of June 30, 2011 being returned to their funding source, or pass any vote or votes in relation thereto.

(Inserted by Capital Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$37,700 be appropriated from the General Stabilization Fund. The inventory is near the end of its useful life. Replacement is necessary to ensure the safety of our volunteer firefighters.

ARTICLE 21: FIRE DEPARTMENT – REFURBISH ENGINE #2

To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to be expended by the Fire Chief, with the approval of the Board of Selectmen, to be used to refurbish the 12-year old Engine #2, with unexpended funds as of June 30, 2011 being returned to their funding source, or pass any vote or votes in relation thereto.

(Inserted by Capital Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$12,500 be appropriated from the General Stabilization Fund. This project will restore certain malfunctioning parts and comply with new federal standards for emergency vehicles.

ARTICLE 22: FIRE DEPARTMENT – PURCHASE NEW FIRE TRUCK

To see if the Town will vote to raise and appropriate, borrow or transfer from available funds a sum of money to be expended by the Fire Chief, with the approval of the Board of Selectmen, to purchase a new fire truck that will replace the current Engine #4, Hose Reel Truck, with any unexpended funds as of June 30, 2012 being returned to their funding source, or pass any vote or votes in relation thereto.

(Inserted by Capital Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$550,000 be raised through the issuance of non-exempt debt under a fifteen year term paid from the Capital Stabilization and Investment Fund. This acquisition replaces a 1981 truck. It was originally scheduled for FY 2012, but due to the current truck's condition and the risk of major failure, it has been moved to FY 2011.

ARTICLE 23: MUNICIPAL BUILDINGS

To see if the Town will vote to raise and appropriate or transfer from available funds, a sum of money to be expended by the Board of Selectmen to develop plans for the reuse and renovation of the Town Hall, Old Library and/or Hildreth House for municipal government offices, community center, and/or senior center, such funds to be used for professional services including but not limited to structural engineering; architectural; mechanical, electrical and plumbing engineering; and cost estimating, with unexpended funds as of June 30, 2012 being returned to their funding source, or pass any vote or votes in relation thereto.

(Inserted by Municipal Building Task Force)

FINANCE COMMITTEE RECOMMENDS – the sum of \$70,000 be appropriated from the General Stabilization Fund. This study will evaluate the general building condition, required upgrades, and effective space planning of the Old Library, Town Hall, and the Hildreth House.

ARTICLE 24: FUNDING OF BORROWING COST

To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to be expended by the Finance Director, with the approval of the Board of Selectmen, to pay for the borrowing cost associated with the purchases of the vehicles associated with Article 16 and Article 22 on this Annual Town Meeting Warrant, or pass any vote or votes in relation thereto.

(Inserted by Capital Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$32,050 be appropriated from the General Stabilization Fund. This will allow the Town to pay for the borrowing cost associated with the purchases in Articles 16 and 22 up-front and thus save interest charges on the \$32,050 over the 15 year borrowing.

ARTICLE 25: CONTRACT – POLICE WAGES

To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to be added to line #17, Police Department Personnel of Article 7 of this Warrant in order to fund the collective bargaining agreement negotiated with the Police Union, or pass any vote or votes in relation thereto.

(Inserted by Board of Selectmen)

FINANCE COMMITTEE RECOMMENDS – the sum of \$1,600 be raised and appropriated and added to line #17, Police Department Personnel of Article 7 of this Warrant in order to ratify the contract.

ARTICLE 26: CONTRACT – DISPATCHER WAGES

To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to be added to line #19, Communications Department Personnel of Article 7 of this Warrant in order to fund the collective bargaining agreement negotiated with the Dispatchers Union, or pass any vote or votes in relation thereto.

(Inserted by Board of Selectmen)

FINANCE COMMITTEE RECOMMENDS – the sum of \$2,578 be raised and appropriated and added to line #19, Communications Department Personnel of Article 7 of this Warrant in order to ratify the contract .

ARTICLE 27: CONTRACT – PUBLIC WORKS EMPLOYEES WAGES

To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to be added to line #31, Public Works Personnel of Article 7 of this Warrant in order to fund the collective bargaining agreement negotiated with the Public Works Department Employees Union, or pass any vote or votes in relation thereto.

(Inserted by Board of Selectmen)

FINANCE COMMITTEE RECOMMENDS – the sum of \$11,850 be raised and appropriated and added to line #31, Public Works Personnel of Article 7 of this Warrant in order to ratify the contract .

ARTICLE 28: TOWN BUILDING LIGHTING UPGRADES

To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to be expended to be expended by the Town Administrator, with the approval of the Board of Selectman, for lighting upgrades at Town Buildings, with any unexpended funds as of June 30, 2011 being returned to their funding source, or pass any vote or votes in relation thereto.

(Inserted by Board of Selectmen on behalf of the Harvard Energy Advisory Committee)

FINANCE COMMITTEE RECOMMENDS — the sum of not more than \$6,753 to be raised and appropriated to perform a variety of building lighting upgrades in several Town buildings. The cost to the Town represents 30 percent of the total cost of the upgrades, with National Grid paying the remaining 70 percent. Upgrade projects will be selected based on the projected payback to the Town, with a focus on projects that will fully pay for themselves within three years.

ARTICLE 29: RESOLUTION TO PROACTIVELY PURSUE COMMERCIAL DEVELOPMENT IN HARVARD'S COMMERCIAL DISTRICT

To see if the Town will vote to ask the Board of Selectmen to:

(1) Define and appoint a standing Economic Development Committee to act on the behalf of the Town for the proactive planning and implementation of desired commercial development in Harvard's Commercial District. This committee would:

- a) be responsible for the creation and maintenance of a development plan for the Commercial District that is consistent with the overall Town Master Plan, incorporating the findings and recommendations of the Economic Development Analysis Team;
- b) define, plan, and coordinate Town-approved infrastructure improvement projects for the Commercial District;
- c) serve as the Town liaison for commercial landowners and developers to facilitate commercial project planning and coordination; and
- d) advise the Board of Selectmen on policies to attract and retain businesses

(2) Actively pursue the designation of Harvard as a new or part of an existing Economic Target Area to enable its participation in the Massachusetts Economic Development Incentive Program.

Or pass any vote or votes in relation thereto.

(Inserted by Economic Development Analysis Team)

ARTICLE 30: OVERRIDE – BROMFIELD SCHOOL USER FEES

To see if the Town will vote to raise and appropriate or transfer from available funds, a sum of money to supplement Bromfield School user fees, contingent upon (i) the School Committee identifying \$31,000 in other funding to revamp the user fee program; and (ii) passage of a Proposition Two and One-Half Levy Limit Override referendum ballot question (Question #1) at the Annual Town Election to be held May 4, 2010, or pass any vote or votes in relation thereto.

(Inserted by School Committee on behalf of the Bromfield Student Council)

FINANCE COMMITTEE TAKES NO POSITION ON THIS ARTICLE – requesting a \$107,000 override to supplement The Bromfield School user fees. We believe that taxpayers should have the opportunity to vote on whether or not to supplement the costs of these user fees.

ARTICLE 31: COMMUNITY PRESERVATION COMMITTEE REPORT

To see if the Town will vote to hear the report and recommendations of the Community Preservation Committee on the Fiscal Year 2011 Community Preservation Budget, or pass any vote or votes in relation thereto.

(Inserted by Community Preservation Committee)

ARTICLE 32: RESTORATION OF TOWN HALL

To see if the Town will vote to appropriate and transfer from Community Preservation Fund Historic Reserves the sum of \$66,788 and from Fiscal Year 2011 Community Preservation Revenues the sum of \$33,212 (for a total of \$100,000), to be expended by the Board of Selectmen, with oversight by the Harvard Historical Commission, for restoration of the exterior of Town Hall, with unexpended funds as of June 30, 2012 being returned to their funding source, or pass any vote or votes in relation thereto.

(Inserted by Board of Selectmen and Community Preservation Committee)

ARTICLE 33: HARVARD MUNICIPAL AFFORDABLE HOUSING TRUST FUND

To see if the Town will vote to appropriate and transfer from Community Preservation Fund Budgeted Reserves the sum of \$27,441, from the Community Preservation Fund Housing Reserve the sum of \$18,529, and from Fiscal Year 2011 Community Preservation Revenues the sum of \$29,030 (for a total of \$75,000) to be placed in the Municipal Affordable Housing Trust Fund, or pass any vote or votes in relation thereto.

(Inserted by Harvard Municipal Affordable Housing Trust and Community Preservation Committee)

ARTICLE 34: CONSERVATION FUND

To see if the Town will vote to appropriate and transfer from Community Preservation Fund Budgeted Reserves the sum of \$45,000 and from Fiscal Year 2011 Community Preservation Revenues the sum of \$30,000 (for a total of \$75,000) to be placed in the Conservation Fund and that any properties or interests in property purchased with these funds will require a permanent deed restriction limiting the use of the interest or property to the purpose for which it was acquired, or pass any vote or votes in relation thereto.

(Inserted by Conservation Commission and Community Preservation Committee)

ARTICLE 35: COMMUNITY PRESERVATION COMMITTEE – ADMINISTRATIVE EXPENSES

To see if the Town will vote to appropriate and transfer from Fiscal Year 2011 Community Preservation Revenues the sum of \$2,000 to be expended by the Harvard Community Preservation Committee for administrative expenses, including Community Preservation Coalition dues and necessary legal fees, with unexpended funds as of June 30, 2011 being returned to their funding source, or pass any vote or votes in relation thereto.

(Inserted by Community Preservation Committee)

ARTICLE 36: PRESERVATION OF HISTORIC TOWN DOCUMENTS

To see if the Town will vote to appropriate and transfer from Fiscal Year 2011 Community Preservation Revenues the sum of \$33,000 to be expended by the Town Clerk, for restoration and preservation of historic town documents, with unexpended funds as of June 30, 2011 being returned to their funding source, or pass any vote or votes in relation thereto.

(Inserted by Harvard Historical Commission and Town Clerk)

ARTICLE 37: PRESERVATION OF HISTORIC DOCUMENTS

To see if the Town will vote to appropriate and transfer from Fiscal Year 2011 Community Preservation Revenues the sum of \$7,000 to Fruitlands Museum, for restoration and preservation of historic documents, provided that those documents are made available annually for display and public viewing in a Town of Harvard public building and may not be removed from the Town without the written consent of the Historical Commission, with unexpended funds as of June 30, 2011 being returned to their funding source, or pass any vote or votes in relation thereto.

(Inserted by Community Preservation Committee)

ARTICLE 38: PRESERVATION OF SHAKER GRAVE MARKERS

To see if the Town will vote to appropriate and transfer from Fiscal Year 2011 Community Preservation Revenues the sum of \$5,655 to be expended by the Harvard Historical Commission, for development of a request for proposal to restore the grave markers at the Shaker Cemetery, with unexpended funds as of June 30, 2011 being returned to their funding source, or pass any vote or votes in relation thereto.

(Inserted by Community Preservation Committee and the Historical Commission)

ARTICLE 39: RELEASE AND MODIFY RESTRICTION TO PROPERTY AT 105 STOW ROAD

To see if the Town will vote to authorize the Board of Selectmen to execute and record a release of the restrictions and right to repurchase set forth in a deed from the Town to Harvard Trust Non-Profit Properties, Inc. dated July 24, 1987 and recorded with the Worcester District Registry of Deeds in Book 10700, Page 328, as amended by the Agreement to Release and Modify Restrictions dated May 15, 1995, and recorded with said Registry of Deeds in Book 17510, Page 378 and to accept an affordable housing restriction in a form acceptable to the Board of Selectmen affecting the property located at 105 Stow Road, Harvard, Massachusetts, or take any other action relative thereto which may include the removal of all restrictive covenants on said property.

(Inserted by Board of Selectmen)

ARTICLE 40: GENERAL BYLAWS – CHAPTER 110: VEHICLES, UNREGISTERED OR JUNKED

To see if the Town will vote to amend the Code of the Town of Harvard by adding to Chapter 110, Vehicles, Unregistered or Junked, Section 110-5 – Violations and Penalties by adding the following language at the end of the section:

“If any person continues to violate the provisions of this bylaw after 60 days following receipt by him of written notice of such violation from the Police Department, the Chief of Police may pursue the appropriate legal process or processes for the removal and storage of any and all vehicles identified in the violation notice at the expense of the owner(s) of said vehicle(s).”

or pass any vote or votes in relation thereto.

(Inserted by Board of Selectmen)

ARTICLE 41: AMEND GENERAL BYLAWS – STRETCH ENERGY CODE

To see if the Town will vote to amend the Code of the Town of Harvard by adding thereto Chapter 98 entitled "Stretch Energy Code" for the purpose of regulating the design and construction of buildings for the effective use of energy, pursuant to Appendix 120 AA of the Massachusetts Building Code, 780 CMR, the "Stretch Energy Code", including amendments or modifications thereto, as set forth below:

Chapter 98 STRETCH ENERGY CODE

§98-1 Definitions.

International Energy Conservation Code (IECC) 2009 - The International Energy Conservation Code (IECC) is a building code created by the International Code Council. It is a model code adopted by many state and municipal governments in the United States for the establishment of minimum design and construction requirements for energy efficiency. Commencing on July 1, 2010, the baseline energy conservation requirements of the Massachusetts State Building Code will default to IECC 2009 and Massachusetts amendments.

Stretch Energy Code - Codified by the Board of Building Regulations and Standards as 780 CMR Appendix 120 AA, the Stretch Energy Code is the International Energy Conservation Code (IECC) 2009 with amendments contained herein.

§ 98-2 Purpose. The purpose of 780 CMR 120.AA is to provide a more energy efficient alternative to the base energy code applicable to the relevant sections of the building code for both new construction and existing buildings.

§ 98-3 Applicability. The Stretch Energy Code applies to residential and commercial buildings. Buildings not included in the scope of this code shall comply with 780 CMR 13, 34, 61, or 93, as applicable.

§98-4 Stretch Code. The Stretch Code, as codified by the Board of Building Regulations and Standards as 780 CMR Appendix 120 AA, including any amendments or modifications thereto, is herein incorporated by reference into this Chapter.

§98-5 Enforcement. The Stretch Code shall be enforced by the Building Commissioner.
Or pass any vote or votes in relation thereto.
(Inserted by Harvard Energy Advisory Committee)

ARTICLE 42: REGIONAL HOUSEHOLD HAZARDOUS WASTE

To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to be used in conjunction with the funds in Line #34 of the Fiscal Year 2011 budget found in this Warrant for the purpose of joining with other communities to form a Regional Household Hazardous Waste program, with unexpended funds as of June 30, 2011 being returned to their funding source, or pass any vote or votes in relation thereto.
(Inserted by the Board of Selectmen and DPW Superintendent)

FINANCE COMMITTEE RECOMMENDS – *the sum of \$4,271 be raise and appropriated to contribute to the development of a Regional Hazardous Waste Management facility in Devens. Harvard's typical expense is \$8,000 on a bi-annual basis which allows for a hazardous waste collection on one Saturday once every 18 months. The additional \$4,271 will be combined with the \$8,000 in this year's Omnibus Budget to pay for the creation and ongoing operations of the regional facility. After this initial contribution, Harvard's annual cost will be approximately \$2,400 and hazardous waste disposal will be available the first Saturday of every month, offering Harvard not only a lower cost solution but a more frequent service.*

ARTICLE 43: AGRICULTURAL ADVISORY COMMISSION – BUDGET

To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to provide the Agricultural Advisory Commission with a budget for Fiscal Year 2011, with unexpended funds as of June 30, 2012 being returned to their funding source, or pass any vote or votes in relation thereto.
(Inserted by Agricultural Advisory Commission)

FINANCE COMMITTEE RECOMMENDS- *the sum of \$2,000 be raised and appropriated for the use of the Agricultural Advisory Commission. A sum of \$500.00 may be appropriated annually thereafter.*

ARTICLE 44: EASEMENT FOR AFFORDABLE SENIOR APARTMENTS ON AYER ROAD

To see if the Town will vote to authorize a.) the Harvard Conservation Commission to grant a Nitrogen Loading Restriction and Easement on a portion of the land owned by the Town of Harvard on Ayer Road, described in a deed recorded with the Worcester South Registry of Deeds in Book 6223, Page 264, the easement area being shown on a plan dated May 29, 2009, entitled “Exhibit Plan – Public Water Supply Zone 1 and Nonfacility Credit Land” prepared by Goldsmith, Prest & Ringwall, Inc., a copy of which plan is on file in the Office of the Town Clerk, said easements to be granted to Wheeler Realty Trust, or its successor, Bowers Brook Apartments LLC, Ayer Road Realty LLC, and Harvard Office Park LLC, being the owners of the land located at 196, 198 and 200 Ayer Road in order to permit the construction of forty-two affordable senior apartments at 196 Ayer Road; and b.) the Board of Selectmen to petition the General Court of the Commonwealth to enact a special act authorizing said grant of a nitrogen loading restriction and easement and a change of use in said portion of Town-owned conservation land, or pass any vote or votes in relation thereto.
(Inserted by the Conservation Commission)

ARTICLE 45: LOCAL OPTION MEALS TAX

To see if the Town will vote to accept the provisions of Massachusetts General Laws Chapter 64L, Section 2A to impose a local meals excise tax, or pass any vote or votes in relation thereto.
(Inserted by Board of Selectmen)

FINANCE COMMITTEE RECOMMENDS— *the passage of this article. The largest fiscal challenge the Town faces is that the vast majority of the Town’s yearly tax revenue—over 95%— is from residential property taxes. By allowing the Local Option Meals Tax, the Commonwealth is offering the Town the opportunity to begin to expand its tax base. Adopting this tax is consistent with the Town’s other efforts to expand the tax base, such as the work of the Fiscal Impact Analysis Team, and the Economic Development Analysis Team; and will help Harvard to be well-positioned to take advantage of the economic recovery. Initial receipts of meals tax revenues will be very small because the Town has only a few businesses.*

ARTICLE 46: ACCEPT M.G.L. CHAPTER 40, SECTION 22F

To see if the Town will vote to accept the provisions of Massachusetts General Laws Chapter 40, Section 22F, which provides as follows:
“Any municipal board or officer empowered to issue a license, permit, certificate, or to render a service or perform work for a person or class of persons, may, from time to time, fix reasonable fees for all such licenses, permits, or certificates issued pursuant to statutes or regulations wherein the entire proceeds of the fee remain with such issuing city or town, and may fix reasonable charges to be paid for any services rendered or work performed by the city or town or any department thereof, for any person or class of persons; provided, however, that in the case of a board or officer appointed by an elected board, the fixing of such fee shall be subject to the review and approval of such elected board.

A fee or charge imposed pursuant to this section shall supersede fees or charges already in effect, or any limitations on amounts placed thereon for the same service, work, license, permit or certificate; provided, however, that this section shall not supersede the provisions of sections 31 to 77, inclusive, of chapter 6A, chapter 80, chapter 83, chapter 138, sections 121 to 131N, inclusive, of chapter 140 or section 10A of chapter 148. The provisions of this section shall not apply to any certificate, service or work required by chapters fifty to fifty-six, inclusive, or by chapter sixty-six. The fee or charge being collected immediately prior to acceptance of this section for any license, permit, certificate service or work will be utilized until a new fee or charge is fixed under this section.

The provisions of this section may be accepted in a city by a vote of the city council, with the approval of the mayor if so required by law, and in a town by vote of the town meeting, or by vote of the town council in towns with no town meeting.”

(Inserted by Board of Selectmen)

FINANCE COMMITTEE RECOMMENDS – the passage of this article as it will provide the Town with the flexibility to amend fee structures while providing control over any changes through elected officers, boards and committees.

ARTICLE 47: TOWN CLERK – CHANGE SUNSET FOR BALLOT BOX REPLACEMENT

To see if the Town will vote to extend the expenditure sunset clause of Article 14, Ballot Box Replacement, of the May 2, 2009 Annual Town Meeting Warrant from June 30, 2010 to June 30, 2012, or pass any vote or votes in relation thereto.

(Inserted by Town Clerk)

ARTICLE 48: REVOLVING FUND – COUNCIL ON AGING (COA)

To see if the Town will vote to re-authorize a revolving account, as allowed by Massachusetts General Laws Chapter 44, Section 53E ½, to be used to fund the activities of the Council On Aging with the revenue or expenditures of this account not to exceed \$30,000 in Fiscal Year 2011, or pass any vote or votes in relation thereto.

(Inserted by Board of Selectmen)

FINANCE COMMITTEE RECOMMENDS – re-authorizing this revolving fund.

ARTICLE 49: REVOLVING FUND – FOURTH OF JULY

To see if the Town will vote to re-authorize a revolving account, as allowed by Massachusetts General Laws Chapter 44, Section 53E ½, to be used to fund the activities of the Fourth of July Committee with the revenue or expenditures of this account not to exceed \$25,000 in Fiscal Year 2011, or pass any vote or votes in relation thereto.

(Inserted by Board of Selectmen)

FINANCE COMMITTEE RECOMMENDS – re-authorizing this revolving fund.

ARTICLE 50: REVOLVING FUND – AMBULANCE

To see if the Town will vote to authorize a revolving account, as allowed by Massachusetts General Laws Chapter 44, Section 53 E ½, to be used to fund the activities of the Harvard Ambulance Service with the revenue or expenditures of this account not to exceed \$85,000 in Fiscal Year 2011, or pass any vote or votes in relation thereto.

(Inserted by Board of Selectmen)

FINANCE COMMITTEE RECOMMENDS – re-authorizing this revolving fund.

Annual Town Meeting-Saturday, May 1st - Annual Town Election-Tuesday, May 4th

ARTICLE 51: ACCEPTANCE OF GIFTS OF PROPERTY – CONSERVATION LAND

To see if the Town will vote to accept the gifts of land or interests in land for conservation or other land preservation related purposes, previously accepted by the Conservation Commission and approved by the Board of Selectmen, or pass any vote or votes in relation thereto.
(Inserted by Board of Selectmen)

ARTICLE 52: ACCEPTANCE OF HIGHWAY FUNDS

To see if the Town will vote to accept State funds to be used for reconstruction and improvements of public ways, or pass any vote or votes in relation thereto.
(Inserted by Board of Selectmen)

FINANCE COMMITTEE COMMENT – *We are pleased that these funds continue to be distributed and look forward to the release of Fiscal Year 2011 Chapter 90 awards.*

* * * * *

And furthermore, in the name of the Commonwealth, you are hereby required to notify and warn the inhabitants of the said Town who are qualified to vote in Town affairs, to meet at The Bromfield School on Tuesday, the 4th day of May, 2010, to cast their ballots for the following officers and question:

Moderator, one position for one year; Selectman, two positions for three years; Cemetery Commissioner, one position for three years; Community Preservation Committee, one position for three years; Community Preservation Committee, one position for one year; Harvard Board of Health Member, one position for three years; Housing Authority, one position for five years; Housing Authority, one position for four years; Library Trustee, two positions for three years; Park and Recreation Commissioner, one position for three years; Planning Board, one position for three years; Planning Board, one position for two years; School Committee Member, one position for three years; Tree Warden, one position for one year; Warner Free Lecture Society Trustee, two positions for three years; Warner Free Lecture Society Trustee, one position for two years; Water Commissioner, one position for three years

QUESTION #1 – Proposition 2 ½ Levy Limit General Override

Shall the Town of Harvard be allowed to assess an additional \$107,000 in real estate and personal property taxes for the purposes of supplementing user fees at the Bromfield School for the fiscal year beginning July first, two-thousand and ten?

YES _____ NO _____
(Requires a majority vote for passage.)

All of the above officers and questions to be on one ballot. The polls will be open from 7:00 a.m. to 8:00 p.m.

And you are directed to serve this Warrant by posting three attested copies thereof, one at the Town Hall, one at the Post Office in Harvard, and one at the Post Office in Still River, as directed by vote of the Town, seven days at least before the time of holding said meeting. Hereof fail not, and make due return of this Warrant with your doings thereon to the Town Clerk at the time and place of said meeting.

Given under our hands this 12th day of April, Two Thousand and Ten.

Harvard Board of Selectmen:

Ronald V. Ricci, Chairman
Lucy B. Wallace
Marie C. Sobalvarro
Peter E. Warren
Timothy A. Clark

A TOWN MEETING VOCABULARY

Bond Rating	Harvard has maintained a Standard & Poor's AA bond rating. This excellent bond rating recognizes Harvard's sound financial condition and effective governance and management. A good bond rating reduces the interest paid on borrowings.
Capital Outlay Exemption ..	A majority vote at Town Meeting and a majority vote at an election to exclude an appropriation for a specific capital project from the levy limit.
Cherry Sheet An annual statement from the Massachusetts Department of Revenue detailing estimated reimbursements to the Town. In this manner the Town receives its share of various state funds and aid accounts, and is charged its share of state assessments.
Citizens' Petitions Ten citizens for an Annual Town Meeting or 100 citizens for a Special Town Meeting may submit a petition requesting that a specific article be included in the next Town Meeting warrant.
CPA Fund Community Preservation Act permits the Town to levy a real estate surtax of up to 3% (Harvard at 1.1%) with matching funds provided by the state. The fund can be spent on conservation, historic preservation and community housing. A minimum 10% of the annual income must be spent or reserved for each area.
Debt Exclusion A 2/3rds vote at Town Meeting and a majority vote at an election to exclude debt service payments for a specific capital project from the levy limit. The amount of each year's principal & interest is added to the levy limit for the life of the debt.
Fiscal Year	Fiscal Year 2009 runs from July 1, 2008 to June 30, 2009.
Free Cash	Funds remaining from line items in the previous year's budget, plus revenue in excess of budget, less any unpaid back taxes, and reduced by any fund deficits. These funds are certified each year by the Department of Revenue and are then available to the Town.
Levy Limit	The amount of property taxes levied in accordance with Proposition 2½. The levy may be increased annually by 2½% plus new growth.
Local Receipts	Income derived by the Town from motor vehicle excise taxes, transfer station fees, licenses and permits, penalties and interest on taxes, etc.
New Growth	New construction and increases to property independent of market inflation are added to the levy limit in addition to the 2½% inflation increase allowed under Proposition 2½.
Omnibus Budget	For convenience, all recommended appropriations for operating expenses of the various Town departments and boards are gathered together in one article called the Omnibus Budget. The period covered by the Omnibus Budget is the upcoming Fiscal Year, and money not spent during this period reverts to Free Cash.
Overlay	An account established each year to fund anticipated property tax abatements and exemptions. It is established by the Assessors.
Override	A majority vote at Town Meeting and at an election to permanently increase the levy limit. An override question on the election ballot must state the amount and purpose for the override.
Reserve Fund	An annual fund established at Town Meeting to cover extraordinary or unforeseen expenses during each fiscal year. Any department needing to spend more than its budget on a particular line item must request the Finance Committee to make a transfer.
Stabilization Fund	A permanent fund used to smooth out annual increases in either planned or unplanned expenses or capital projects.

HOW TO PARTICIPATE IN THE WORK OF OUR TOWN

Every year, and from time to time, the Selectmen, School Committee, Moderator and other boards and committees must make appointments to standing committees or to form a new committee. The Town therefore has a need for volunteers and we hope you will fill out this form and return it to the Selectmen's Office, 13 Ayer Road, Harvard, so that we can place your name on file and share it with other officials who have a need to make appointments throughout the year.

You can find a complete listing of Committees and Committee Reports in the Annual Town Report. This will also provide you with the length of various appointments.

Phone Numbers:

_____, _____
(Last Name) (First Name)

() - _____
(Home)

(Street Address)

() - _____
(Office)

(E-Mail Address)

() - _____
(Fax)

(Place of Employment)

() - _____
(Cell)

(Profession/Title)

Committee Preference:

Relevant Experience, Education: _____

1. _____

2. _____

3. _____

Relevant Degrees, Professional Certificates: _____

Prior Committee Experience

<u>Yr. Appt.</u>	<u>Committee</u>	<u>Yr. Exp'd</u>
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_____	_____	_____
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Areas of Interest: (✓ appropriate line or lines)

Conservation_____	Education_____	Elder Affairs_____
Finance_____	Elections_____	Health_____
Historical_____	Library_____	Personnel_____
Planning_____	Recreation_____	Town Reports_____
Zoning Board of Appeals_____		

When I am available: _____ Time I can give (hrs./month) _____

Notes

Notes



U. S. POSTAGE PAID
Harvard, MA
Permit No. 10

RURAL PATRON OR BOXHOLDER

****Please bring this report to Town Meeting****