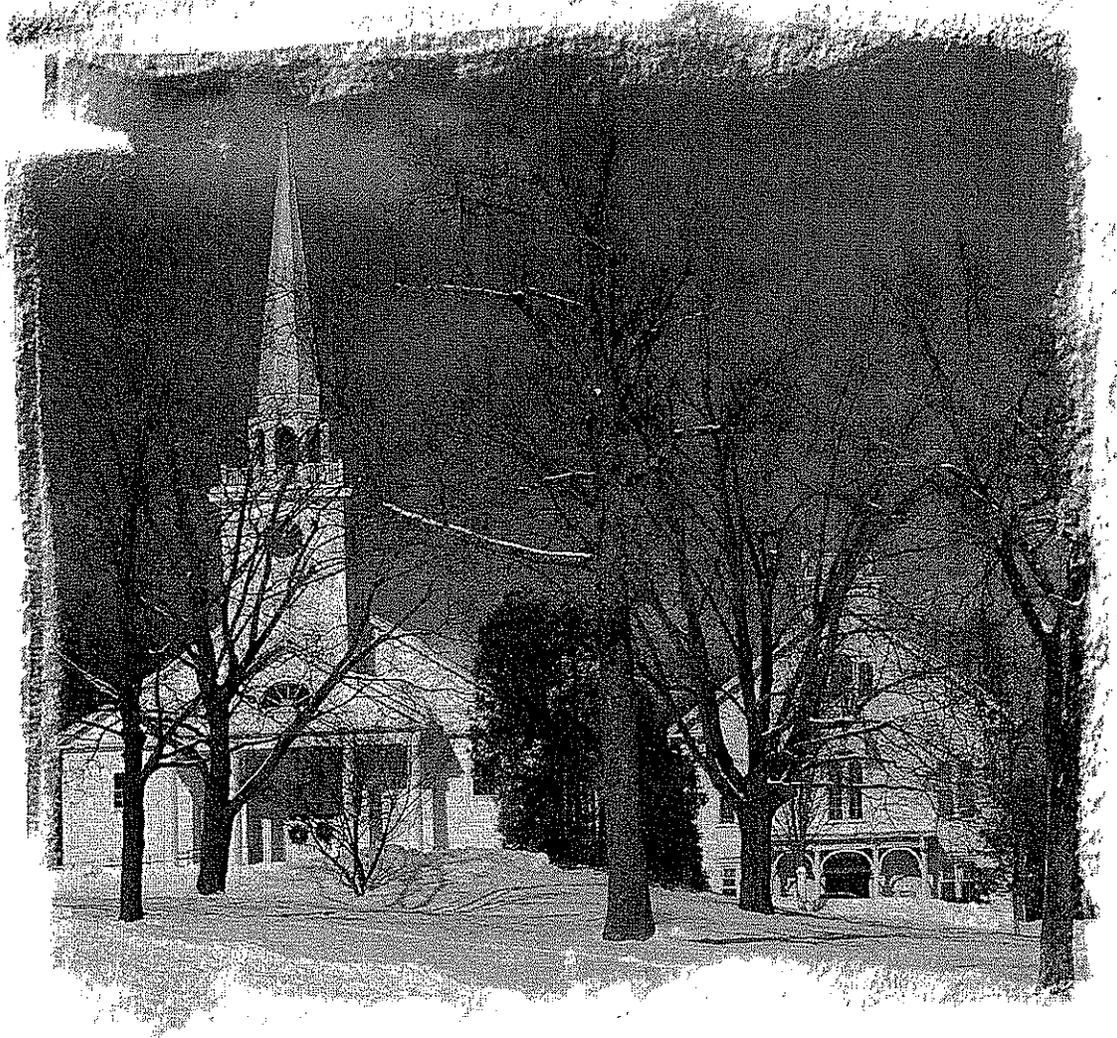


TOWN OF HARVARD

MASSACHUSETTS



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



*Saturday, April 2, 2011 – 9:00 A.M.
The Bromfield School Gymnasium*

Front Cover Photograph by – Heidi Frank

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FINANCE COMMITTEE ADDRESS

The purpose of Town government is to provide services to Town residents. For FY 2012, the Finance Committee made changes to the process of planning and reviewing budgets, in order to better provide the services that the Town wants in the most cost-effective way possible. The overarching financial challenge the Town faces is not wasteful spending, or the spending of one department versus another department; it is the persistent \$200,000 per year structural deficit driven by items over which we have no control: rising health insurance costs, volatile energy costs, reductions in State aid, the rising cost of unfunded mandates, as well as new growth and local receipts that are inadequate to keep up with these costs.

To begin to tackle this long-term challenge, the Finance Committee took a more proactive approach than in the past. Rather than simply receiving and reviewing yearly budgets submitted by each department one-by-one, we decided to expand the time frame of the Town's fiscal planning to five years, and to increase each department's awareness of other departments' efforts and concerns.

Five-year planning and inter-departmental planning initiated

In September, the Finance Committee kicked off the new strategic approach to the budget planning process by hosting an all-departments and all-boards meeting. We wanted everyone in the same room, so each could hear the challenges and opportunities faced by the other groups.

We asked every board and department to submit a 5-year forecast and a 5-year strategy for contributing new revenues and/or spending; we also asked them to use and report performance-measured goals; and, as a starting-point for FY12, to submit a FY12 budget that incorporated step and grade increases for personnel, and level spending for other expenses.

After receiving the 5-year budgets from each of the departments, we realized we need to provide more specific guidelines for the departments, so that the budgets could reflect consistent assumptions about such items as the rate of growth of costs of supplies. Next year we will provide more detailed guidelines for the departments to follow, so that we can use the individual budgets as a "bottom-up" basis for forecasting. This year, however, our 5-year forecast for the Omnibus Budget (shown in the Financial Projections section of this report) is based, as it has been in the past, on the "top-down" financial assumptions listed in that section.

A tradition of inter-departmental cooperation continued

We followed up the September meeting and five-year planning process with an All-Boards meeting on December 2. We highlighted successes of the past that have allowed the Town to provide better services at a lower cost to the taxpayers, including:

- Library incorporating Town cleaning services into its budget
- Finance Department restructuring
- DPW changes to the transfer station
- DPW outsourcing street sweeping
- Changes to health insurance

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- Shift to part-time workers to cover overtime shifts for communications
- Devens school contract
- Ambulance billing
- Energy efficiency investments

This helped generate ideas about ways to share services and cut costs going forward, some of which have already been implemented, and some of which are still under discussion:

- Energy-efficiency investments-- funded partly by Green Communities grants
- Exploring alternatives to a full-time fire chief
- Leveraging Town conservation land (e.g., tree harvesting)
- Review of current fees: for example, adopting fees for burn permits to fund SAFE program; increasing library fines for overdue materials.
- Facilities manager for town and school buildings
- Shared (with other towns; and/or across Town and Schools) administrative services, for example, school superintendent
- Part-time town planner

Structural deficit must be addressed

Unfortunately, some near-term cost-cutting measures are not sustainable, and will create higher costs going forward. For example, we cannot keep skimping on maintenance budgets for Town buildings; and we want to decrease the number of single-police officer shifts in the future.

Asking the Town for an override every year would be an irresponsible way to manage Town finances; but assuming that overrides can be avoided forever is unrealistic. We will continue to look at 5-year projections, and we will continue to look for inter-departmental creativity and cooperation; however, it is very likely that an operating override will be required in the next fiscal year or shortly thereafter. The last large override was passed in 2007, for FY08, in the amount of \$763,500. This, along with previous overrides, supported annual average budget increases (for the grand total Omnibus Budget) of about 8% per year from 2005-08. From 2008-2012 average annual budget increases have been only 1.3% per year. This very modest increase over the past five years reflects the dedication and teamwork of all the departments and boards, and we are grateful for their support.

The Finance Committee gives its sincere thanks and appreciation to Town Administrator Tim Bragan and Finance Director Lorraine Leonard for their invaluable guidance, patience, professionalism, and dedication to the Town of Harvard.

Finance Committee

- | | |
|------------------------|--------------------------------|
| Bob Thurston, Chairman | Marie Fagan, Vice-Chairman |
| Collyn Bradley | Steve Colwell Heidi Frank |
| Lori Granville | George McKenna |

FY12 SCHEDULE OF CHANGES IN REVENUE AND EXPENDITURES

	Budget FY11 <u>(000's)</u>	Recommended FY12 <u>(000's)</u>	\$ Change <u>(000's)</u>	% <u>Change</u>
REVENUE *				
Prior Year Levy Limit	\$ 15,148	\$ 15,624	476	3.1%
2 1/2 % Allowed Increase	379	391	12	3.1%
New Growth	97	100	3	3.1%
Override	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
Total Permanent Tax Base	15,624	16,115	491	3.1%
State Aid, net of offsets	3,057	2,947	(110)	-3.6%
Local Receipts	1,246	1,389	143	11.5%
Stabilization Fund	394	448	54	13.7%
All Other, net	<u>11</u>	<u>11</u>	<u>-</u>	<u>0.0%</u>
Est. Recpts & Other Rev.	<u>4,708</u>	<u>4,795</u>	<u>87</u>	<u>1.8%</u>
Total Available Revenue	20,332	20,910	578	2.8%
EXPENDITURES *				
Omnibus Budget - Selectmen	3,762	3,825	63	1.7%
Omnibus Budget - Elected Boards	757	777	20	2.6%
Omnibus Budget - Local Schools	11,040	11,354	314	2.8%
Omnibus Budget - Benefits/Insurance	<u>2,997</u>	<u>3,375</u>	<u>378</u>	<u>12.6%</u>
Subtotal: Omnibus Budget	18,556	19,331	775	4.2%
All Other Expenses	95	90	(5)	-5.3%
State Cherry Sheet Charges	645	661	16	2.5%
Capital Warrant Articles	206	445	239	116.0%
Other Warrant Articles	44	33	(11)	-25.0%
Reserve Fund	<u>350</u>	<u>350</u>	<u>0</u>	<u>0.0%</u>
Total Expenses	19,847	20,910	1,063	5.4%
Surplus/Deficit	\$ 0	\$ 0		

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

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STATE OF OUR TOWN

Heading into FY2012, the Federal government struggles to create a fiscally responsible budget, and State finances are increasingly challenging. The Town, however, has successfully weathered the economic crisis of the past three years. This was the result of teamwork and cooperation across Town departments, boards, and committees, as well as the citizens of the Town. Many creative costs-savings strategies were adopted. The challenge going forward is not simply how much further the Town can cut costs—the Town is now at the point where it needs to be mindful of maintaining the level of services that are appropriate to support the quality of life, as well as long-term property values.

The Benefits of Town Departments and Services

Costs are easy to measure, but benefits can be more difficult to quantify. As mentioned in the Finance Committee Address, many Town departments are using performance measures to quantify to the extent possible the benefit and value of Town services. Here are a few examples:

- **School Benefits:** The Town spends \$13,105 per pupil annually; very close to the average of \$13,099 for towns in Massachusetts. The education received in Harvard is far above average—for example, SAT scores in Harvard are 21 percent higher than the Massachusetts average. Students excel not only academically, but also in sports, drama, music, and art. In 2009, The Bromfield School was selected as one of only two schools in Massachusetts to rank in the Top 100 High Schools in America by *US News and World Report*. School performance has a very large impact on residential property values. Houses in neighboring towns such as Bolton, Littleton, and Stow, have average assessed values 20-60 percent below Harvard's.
- **Library Benefits:** About 115,000 items are checked out of the Library annually. At an average dollar-value of \$10, the annual value of checkouts is about \$1,150,000. This is a subset of the services the Library provides, and is consistent with Massachusetts Library Association (MLA) estimates of the overall value of the services provided by HPL. HPL is also part of the interlibrary loan (ILL) network that allows sharing of materials; last year, Library patrons received over 13,000 items through ILL. By serving as a teen center after school, the Library adds an additional estimated \$73,000 of annual value, as measured by the drop-off in attendance in the Bridges after-school program after the new Library opened.
- **Public Safety Benefits:** The Fire department responded to 253 requests for emergency services and other assistance in 2010; the Ambulance department made 271 runs. The Harvard Police Department responded to over 12,000 calls in 2010.
- **Council on Aging Benefits:** Last year, the COA served an estimated 435 seniors (aged over 60). These include people with whom the COA has direct contact: those who use services by calling for information, participating in classes, lectures, or trips, as well as those who receive direct social service intervention. The COA also serves an estimated 87 non-seniors (families of seniors, and those aged 55-60 with pressing needs).

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Impact of Volunteers

The Town has a long and proud history of volunteerism. Townspeople serve on Town Boards, committees, and councils. They provide their time and talents to sports programs, school fundraising, running the transfer station, helping at the Library, at the schools, producing special events like the Fourth of July celebration, and support other institutions, services, and events. Volunteerism is part of the fabric of the Town.

Things We are Lacking

High on the radar screen is the poor and in some cases unserviceable condition of the Town's municipal buildings. The Municipal Buildings Committee has prepared a detailed and thorough examination of a variety of options to repair and improve Town Hall, the Old Library, and Hildreth House. The Town will be considering these options—both their costs and their benefits—at this ATM and in future public meetings. This is the first step in a process of deciding the future of the buildings which contribute to the unique beauty and value of Town center.

There are other needs. Some of our roads are in poor condition; the DPW and Capital Committee are developing a five-year plan for staged re-construction of Littleton County Road, but other roads also need repair. As mentioned in the Finance Committee Address, the Town should have fewer single-officer police shifts, to ensure safety of the officers as well as the public. The Parks & Recreation Department has plans to renovate the playing fields.

Leveraging the Value of Investment Dollars

One of the ways to offset the cost of investing in the town is accessing matching grants and other funds from the State and other sources. These can amount to large sums of money, and can have very large payoffs.

- In 2009, the Pond Committee received funds from the EPA and the DEP to collect and treat storm water runoff that is polluting Bare Hill Pond (BHP), which is currently on the State's list of critically endangered water bodies. The Town was awarded more than \$500,000, a grant which had to be matched by about \$400,000 of Town funds. The Town accomplished this through a combination of BHP operating expenditures (\$33,500 per year), \$82,700 in DPW-provided services, \$119,000 in CPC funds, \$27,800 in BHP project grant reserves, and \$60,000 in reimbursable volunteer services.
- In 2010, the Town voted to adopt the Green Communities designation. As a Green Community, the Town has already received a grant of \$141,200 to be applied toward energy reduction projects in Town buildings during 2011.

The Town could also benefit from considering, for example, increasing the Community Preservation Act levy to its maximum of 3% (from the current 1.1% level); this would make the Town eligible for more state funding, if available, that could be used to support repair and renovation of Town Hall, Hildreth House, and/or the Old Library.

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Persistent Structural Deficit

As mentioned in the Finance Committee Address, the Town has a structural deficit of about \$200,000 per year. This is a persistent feature of the Town's budget—our revenue base is nearly all residential property tax, increasing at about 2.5% per year; our expenses are nearly all personnel costs, which are constantly driven up by, most notably, the cost of health insurance.

The Town has kept our operating budget low enough to avoid overrides for the past three years, but one of the ways we did that was to defer maintenance on Town infrastructure. After several years of deferred maintenance and other budget cutbacks, the Town is coming to the point that it can no longer sustain cuts and still maintain public safety and the quality of service that residents expect. The Town should expect to face the possibility of an operating override in the next year or so. An override, however, will not cure the persistent deficit. The Town needs to continue looking at sources of revenue such as expansion of our commercial tax base.

HARVARD POLICE DEPARTMENT PROFILE

Then and Now...

Some twenty years ago the economic success of the coined phrase *Make it in Massachusetts* also known as the *Massachusetts Miracle* ended and caused financial hardship to many cities and towns throughout the Commonwealth. In Harvard, the collapse of the *Miracle* inflicted drastic cuts to the Police Department. A budgeted patrolman position bringing the officer complement up to a total of seven was cut as was the first time budgeted but unfilled sergeant position leaving a vacant chain of command other than the Police Chief. A computer aided dispatch system common in many other communities and in the Capital Plan for several years also fell to the budget cuts along with the funding for the planning and design process for the Town's first state of the art Police Station. The Department was staffed with six officers supervised by the Chief who was also called upon to fill shifts on a regular basis to balance the demanding schedule for our growing population of 5,011 residents. It was noted by the then Chief that "as the economy worsens police activity increases by volume and severity. We have already seen an increase in serious assaults, suicides and psychiatric commitments". The Department logged approximately 4,000 calls that year with 158 classified as major breaking and entering with vandalism.

Currently, the Department has six officers and two sergeants managed by the Chief. The computer aided dispatch system is in place at the new (ten year old) Police Station that serves our population of 5,800 residents. The response calls are measured differently now due to standards enacted in the late nineties. In 2010 the Department logged a total of 12,245 which includes first response assistance to ambulance and fire incidents. The Department runs several public safety programs such as; rape defense and self awareness classes, infant car seat safety checks, drug awareness and intervention classes along with tutoring a forensic science class at the Bromfield School. The officers also participate in several coaching positions for baseball and softball teams at the High School level and as chaperones at the Bromfield after prom celebration. One noted statistic that often goes unnoticed the Department conducted 4,215 home checks for residents who were away on vacation in 2010.

The Harvard Police Department is a member of the Central Massachusetts Law Enforcement Consortium. The Consortium provides many benefits that small Town budgets simply cannot afford such as accident reconstruction, multiple force search and rescue, K-9 assistance, hostage/crisis negotiation and SWAT response.

One noticeable similarity that exists today as it did twenty years ago is the problem of single officer shift coverage. The training standards at the law enforcement academies require two officer coverage on the majority of calls. In fact 27 of the 28 calls on the incident protocol list warrant a back up officer to assist the responding officer. Due to limited funding the current police budget requires 270 single officer shifts annually. By comparison the Towns contiguous to Harvard all have two officer shifts. The cost to eliminate the single officer shift ranges between \$65,000 to \$79,000 depending upon the methods employed.

As with all financial decisions involving budgets the primary reasoning centers around the measurement of *cost versus benefit* but when it comes to public safety of not only our residents but also our dedicated officers should we not err on the side of caution? There is an old saying that may assist us in this matter "***it is better to have and not need than to need and not have***".

Data Source	Mass DOR	Mass DOR	Mass DOR	Mass DOR	Mass DOR	Mass DOR	Mass DOR	Mass DOR	Mass DOR	
	Report at a Glance	Report at a Glance	Report at a Glance	Report at a Glance	Report at a Glance	Report at a Glance	Report at a Glance	Report at a Glance	Report at a Glance	
	2009 Population	2010 Unemployment Rate	2009 Population per Sq. Mile	2009 Road Miles	Number Registered Vehicles Jan. 2010	Average Age of Vehicles Jan. 2010	2010 Number of Registered Voters	2011 Net State Aid	2011 Tax rate	
Ayer	**	7,854	8.3%	871	49.34	10,994	13.7	4,905	\$ 5,093,577	\$ 12.09
Berlin	**	2,950	6.3%	228	44.93	3,642	10.8	2,014	\$ 697,749	\$ 13.89
Bolton	**	4,604	6.6%	231	64.81	5,724	9.1	3,250	\$ 177,564	\$ 19.42
Boxboro	**	5,174	5.9%	499	40.51	5,533	8.4	3,406	\$ 1,661,744	\$ 17.38
Carlisle	**	4,878	6.2%	318	55.85	6,119	9.2	3,704	\$ 1,168,705	\$ 16.13
Clinton	**	14,196	10.1%	2491	51.85	13,403	10.2	9,506	\$ 12,952,307	\$ 14.13
Groton	**	10,781	6.0%	329	110.67	12,168	9.2	7,325	\$ 689,443	\$ 16.38
Harvard	**	6,156	5.7%	234	78.99	6,697	9.7	4,080	\$ 2,777,656	\$ 15.47
Lancaster	**	7,034	9.1%	254	71.15	7,638	10.2	4,683	\$ 882,118	\$ 17.13
Littleton	**	8,975	6.5%	540	84.64	10,488	9.0	6,166	\$ 3,442,028	\$ 15.33
Lunenburg	**	10,157	8.9%	384	93.68	12,782	10.2	7,050	\$ 5,278,910	\$ 16.16
Maynard	**	10,629	6.9%	2028	41.26	10,932	9.9	7,436	\$ 4,639,698	\$ 17.50
Shirley	**	8,110	7.2%	513	52.18	6,975	10.5	3,981	\$ 4,369,847	\$ 13.69
Sterling	**	7,786	7.8%	255	106.75	9,738	9.0	5,708	\$ 592,494	\$ 14.90
Stow	**	6,671	5.6%	379	59.94	7,998	9.2	4,772	\$ 301,346	\$ 17.05

Data Source	Mass DOR	Mass DOR	Mass DOR	Mass DOR	Mass DOR	Mass DOR	Mass DOR	Mass DOR	Mass DOR	
	Report at a Glance	Report at a Glance	Report at a Glance	Report at a Glance	Report at a Glance	Report at a Glance	Report at a Glance	Report at a Glance	Report at a Glance	
	2011 Residential Tax Levy	2011 Percent Tax Levy from Residential	2011 Average Value of Single Family House	2011 Average Single Family Tax Bill	2010 General Fund Expenditures Police	2010 General Fund Expenditures Fire	2010 General Fund Expenditures Education	2010 General Fund Expenditures Public Works	2010 General Fund Expenditures Health Ins.	
Ayer	**	\$ 7,555,263	45.1%	\$ 272,354	\$ 3,293	\$ 1,482,780	\$ 1,173,323	\$ 10,665,461	\$ 1,127,357	\$ 2,476,388
Berlin	**	\$ 5,812,132	73.2%	\$ 385,321	\$ 5,352	\$ 655,108	\$ 143,838	\$ 4,798,656	\$ 694,800	\$ 516,862
Bolton	**	\$ 15,501,159	90.9%	\$ 455,777	\$ 8,851	\$ 973,432	\$ 128,613	\$ 11,306,673	\$ 1,365,441	\$ 327,194
Boxboro	**	\$ 12,457,699	76.0%	\$ 507,184	\$ 8,815	\$ 1,300,369	\$ 768,931	\$ 11,267,236	\$ 895,085	\$ 1,143,417
Carlisle	**	\$ 20,573,085	98.0%	\$ 722,226	\$ 11,650	\$ 1,173,757	\$ 225,454	\$ 14,728,909	\$ 1,020,838	\$ 856,584
Clinton	**	\$ 13,312,654	74.7%	\$ 219,816	\$ 3,106	\$ 2,408,706	\$ 1,531,786	\$ 17,455,104	\$ 1,126,971	\$ 2,901,385
Groton	**	\$ 23,015,611	93.3%	\$ 396,318	\$ 6,492	\$ 1,727,292	\$ 778,149	\$ 16,407,766	\$ 1,744,017	\$ 1,179,553
Harvard	**	\$ 15,916,574	95.0%	\$ 561,415	\$ 3,685	\$ 1,064,336	\$ 198,859	\$ 11,205,030	\$ 1,397,572	\$ 1,848,951
Lancaster	**	\$ 12,124,089	87.9%	\$ 298,986	\$ 5,122	\$ 792,531	\$ 307,133	\$ 9,323,298	\$ 691,770	\$ 631,750
Littleton	**	\$ 17,774,750	69.1%	\$ 368,977	\$ 5,656	\$ 1,335,116	\$ 555,438	\$ 14,787,326	\$ 2,067,136	\$ 2,041,862
Lunenburg	**	\$ 16,160,073	89.7%	\$ 251,469	\$ 4,064	\$ 1,341,111	\$ 645,728	\$ 14,984,693	\$ 1,120,738	\$ 1,614,213
Maynard	**	\$ 18,877,827	81.6%	\$ 315,237	\$ 5,517	\$ 1,873,586	\$ 1,488,419	\$ 14,186,903	\$ 1,766,598	\$ 3,207,750
Shirley	**	\$ 7,102,828	88.6%	\$ 265,968	\$ 3,641	\$ 799,662	\$ 321,637	\$ 6,690,230	\$ 981,366	\$ 1,448,090
Sterling	**	\$ 12,528,881	85.7%	\$ 296,439	\$ 4,417	\$ 1,204,317	\$ 445,380	\$ 9,597,311	\$ 1,640,931	\$ 729,668
Stow	**	\$ 17,722,977	91.3%	\$ 428,744	\$ 7,310	\$ 1,261,858	\$ 751,983	\$ 13,761,885	\$ 1,073,997	\$ 597,443

** Towns that are part of a regional school system may have a skewed number for "Net State Aid", "Education", and "Health insurance expenditures" Depending on how they report their information to the state.

LOCAL SCHOOLS

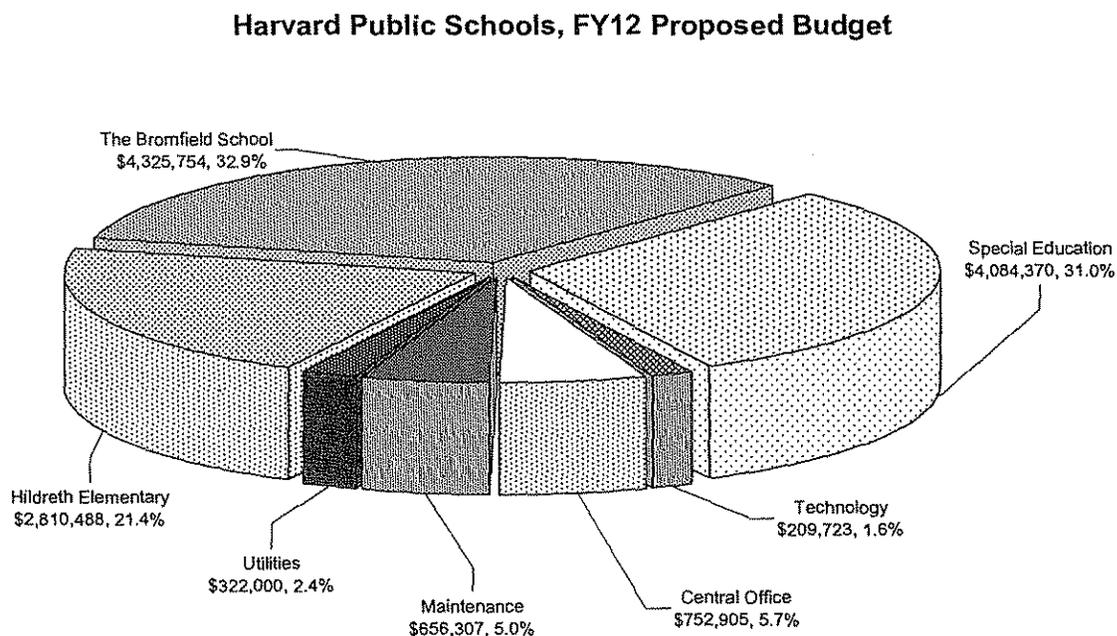
In FY12, the Harvard Public Schools will account for \$13,554,470 or 70.1% of the Omnibus Budget operating total before debt. This compares to 69.9% in the current fiscal year. This amount consists of the Total Local Schools appropriation of \$11,354,470 (Net budget) and approx. \$2.2M of Health Insurance 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 \$1,807,076 of Revenue Sources/Offsets from such items as Circuit Breaker State Aid, School Choice and Devens tuitions that also needs to be managed by the School Committee.

The Finance Committee is continuing 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 excerpt from the Omnibus Budget shows the Gross (total costs) and Net (after Revenue Sources/Offsets) budgets for FY09, FY10, FY11 and FY12. Only the Net budget (line #30 – “Total Local Schools”) 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 FY12 is shown in the following chart:



FY12 School Department Proposed Budget and Offsets

Local Schools Omnibus Budget:	FY09 Actual	FY10 Actual	FY11 Budget	FY12 Prop.
Administration				
Salaries/Benefits	351,837	370,518	327,247	331,839
Transportation	245,994	314,510	262,195	309,966
Other Expenses	95,897	126,691	118,600	111,100
Total Administration	693,728	811,719	708,042	752,905
Maintenance				
Salaries	426,517	427,971	443,269	450,307
Utilities	346,856	333,702	352,000	322,000
Other Expenses	166,205	283,783	212,000	206,000
Total Maintenance	939,578	1,045,456	1,007,269	978,307
Harvard Elementary School				
Salaries	2,355,756	2,477,799	2,607,781	2,746,538
Expenses	51,102	66,531	66,450	63,950
Total Elementary	2,406,858	2,544,330	2,674,231	2,810,488
The Bromfield School				
Salaries	3,953,884	4,055,709	4,055,127	4,207,254
Expenses	122,220	113,657	117,591	118,500
Total Bromfield	4,076,104	4,169,366	4,172,718	4,325,754
Pupil Personnel Services (SPED)				
Salaries	1,618,717	1,770,452	1,792,912	1,782,915
Other Expenses	30,336	46,316	42,000	37,100
Collaborative Services	361,482	261,244	329,883	590,968
Transportation	264,394	284,143	316,372	286,550
Tuition	1,474,195	1,162,002	1,318,498	1,151,311
Pre-School Salaries	251,577	205,646	194,657	228,026
Pre-School Expenses	13,493	6,937	7,500	7,500
Total Pupil Personnel Services	4,014,194	3,736,740	4,001,822	4,084,370
Technology				
Salaries	106,775	108,496	108,409	127,723
Expenses	53,070	71,501	81,000	82,000
Total Technology	159,845	179,997	189,409	209,723
Subsidies from Other Funds	(1,215,000)	(1,448,570)	(1,658,630)	(1,807,076)
Total Local Schools	11,075,307	11,039,038	11,094,861	11,354,470

Revenue Sources/Offsets:	FY09 Actual	FY10 Actual	FY11 Budget	FY12 Prop.
School Choice	380,000	425,000	353,600	385,000
Circuit Breaker	575,000	338,815	340,000	280,000
Kindergarten Grant/Tuition	0	110,200	105,000	120,000
Devens	95,000	389,555	695,030	802,076
Food Service Support	10,000	15,000	10,000	10,000
Comm. Education Support	20,000	25,000	45,000	90,000
Building Rental	0	10,000	10,000	10,000
Transportation Fees	70,000	65,000	65,000	70,000
Preschool Tuition	65,000	70,000	35,000	40,000
Total Revenue Sources/Offsets	1,215,000	1,448,570	1,658,630	1,807,076

DEVENS CONTRACT

We are now in the second year of having Devens students attend both Hildreth Elementary School (HES) and The Bromfield School. The contract with Mass Development provides for tuition at the actual average cost per student or approx. \$13,000 (adjusted annually) vs. the School Choice amount of approx. \$5,000 per student (fixed). Besides these tuition amounts, the Schools will receive approx. \$200K 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 approx. \$248,000 in FY07, the estimate for FY12 is now up to approx. \$900K. Harvard is increasingly becoming reliant on these Devens revenues. Should they ever go away, the School Committee 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 energy user of all Town departments. At HES, they were fully involved and oversaw the removal of the oil tank in the summer of 2010 after the conversion from fuel oil to natural gas in the summer of 2009. Grant applications have been submitted for other improvements at HES. At Bromfield, they are in the planning stages with the administration on extending the natural gas line so that the convertible burners can use either heating oil or natural gas.

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 funding these expenditures. While this year's recommended items are fairly modest, the cumulative cost is almost \$800K over the next five years. It is clear that we need to allocate more resources to the Maintenance budget.

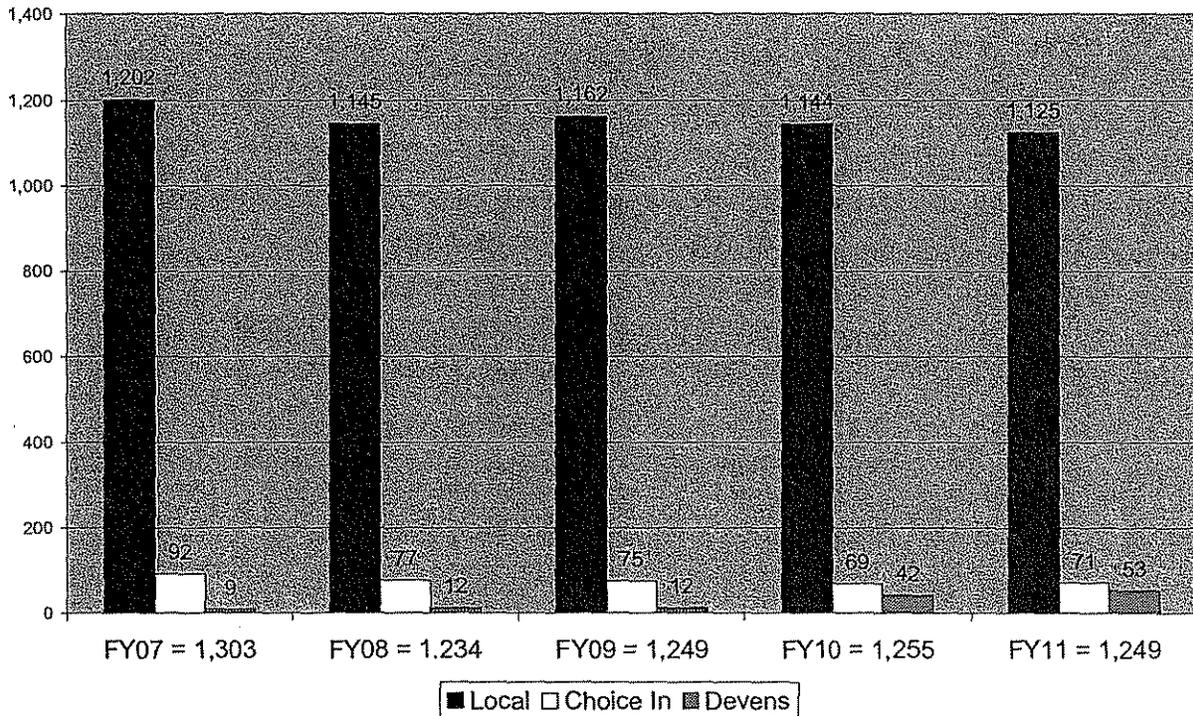
Not shown on that list of future expenditures is any mention of the kindergarten wing at HES. That portion of the building is halfway through a 10-year agreement with the Harvard Board of Health to allow it to stay open in spite of mildew concerns. Air quality testing since then has not shown any degradation, so it is possible that the agreement will be extended.

SPECIAL EDUCATION

Costs for Special Education have become much steadier in the past few years compared to the wild swings we experienced earlier. This appears to be due to better program management and more students attending collaboratives, such as CASE. The Finance Committee continues to allocate an additional \$175,000 to each year's Reserve Fund for unforeseen placements, but those amounts have not been required recently.

GROWTH in STUDENT POPULATION

Student Enrollment, FY07 - FY11



This chart shows relatively flat numbers of students in total since the large decline from FY07 to FY08. The number of total students is exactly the same as two years ago. The recent NESDEC report projects a decline of more than 300 students over the next ten years.

The number of School Choice students has remained steady for four years. The School Committee has almost complete control over the enrollment of School Choice students. With Devens students attending both schools now, total Devens students are way up. This number could increase in the future if the housing proposals for Vicksburg Square or other locations are approved.

LEADERSHIP CHANGES

As of July 1, 2011, Thomas Jefferson, the Superintendent of Schools, will be moving on to Lynnfield, where he will assume a similar position. The School Committee has decided to search for an interim superintendent for a one-year term.

There are no planned changes at The Bromfield School. Jim O’Shea and Scott Hofmann will continue to lead that school.

At the Hildreth Elementary School, Suzanne Mahoney is finishing a one-year interim role as Principal. A search committee has chosen Linda Dwight of Lancaster County, PA as her successor. Additionally, Gretchen Henry has been named as the interim Associate Principal of that school.

Annual Town Meeting-Saturday, April 2, 2011 - Annual Town Election-Tuesday, April 5, 2011

FY10 RESERVE FUND TRANSFERS

APPROPRIATIONS

Annual Town Meeting of May 2, 2009 \$ 410,131

TRANSFERS

Selectmen, Audit	5,000
Selectmen, Insurance	2,223
Bare Hill Pond	6,375
Snow & Ice Expenses	49,997
Snow & Ice Overtime	15,988
Selectmen, Town Reports	915
Sewer Engineering Expenses	82,259
Town Administrator Personnel	39
Law Department/Legal Expense	48,037
Land Use Personnel	67
Public Buildings Personnel	991
Building Inspector	32,897
Wire Inspector	5,032
Street Lighting	768
MART Salary	<u>2,362</u>
Total Transfers	<u>252,952</u>
Balance Returned to General Fund	<u><u>\$ 157,179</u></u>

2010 STABILIZATION FUNDS

Stabilization Balance, December 31, 2009	\$ 1,556,036
Additions to the fund:	
FY11 ATM Article #6, Free Cash Transfer	422,845
Article Close-outs	6,125
Reductions to the fund:	
FY11 ATM Article #10, Capital Stabilization Fund	400,000
FY11 ATM Article #12, School Truck	40,000
FY11 ATM Article #14, HES Retaining Wall & Fence	30,000
FY11 ATM Article #15, Highway Garage Roof	35,000
FY11 ATM Article #17, Bare Hill Pond Dam Repair	37,000
FY11 ATM Article #18, Connections to new line	30,000
FY11 ATM Article #19, New water line	70,000
FY11 ATM Article #20, SCBA Air Bottles	37,700
FY11 ATM Article #21, Refurbish Engine #2	12,500
FY11 ATM Article #23, Municipal Buildings Use Study	70,000
FY11 ATM Article #24, Borrowing Costs	<u>32,050</u>
	(794,250)
Interest earned	<u>30,731</u>
Stabilization Balance, December 31, 2010	<u><u>\$ 1,221,487</u></u>
Capital Stabilization Balance, December 31, 2010	<u><u>\$ 400,000</u></u>

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CONSERVATION FUNDS

Conservation Balance, January 1, 2010		\$ 175,950
Additions to the fund:		
Interest Income & Sale of Trail Guides	\$ 3,779	
Reductions to the fund:		
Assessment Fee and Advertising	(125)	
Total Change in fund, 2010		<u>3,654</u>
Conservation Balance, December 31, 2010		<u>\$ 179,604</u>
Conservation CPA Balance, January 1, 2010		\$ 680,052
Additions to the fund:		
Interest Income	\$ 14,652	
FY11 ATM Article #34, CPA Transfer	75,000	
Reductions to the fund:		
Legal and Report Fees	(4,665)	
Total Change in fund, 2010		<u>84,987</u>
Conservation CPA Balance, December 31, 2010		<u>\$ 765,039</u>
TOTAL CONSERVATION FUNDS, December 31, 2010:		<u>\$ 944,643</u>

HARVARD ENERGY ADVISORY COMMITTEE

The Harvard Energy Advisory Committee (HEAC) had a tremendous year in 2010. HEAC initiated and implemented energy reduction projects using grants and utility incentives, created an Energy Plan for the Town and achieved DOER Green Community designation. The purpose of the committee is to advise town officials on energy related issues, improve energy efficiency and improve energy-use practices with the overall goal of reducing Town energy consumption and costs. Highlights in 2010 include:

- Town Energy Data and Reduction Goal – The total Town energy usage was compiled in the DOER provided MassEnergyInsight software. The Town has committed to reduce energy consumption 20% of the FY09 baseline year by FY14. We are off to a great start but there are many challenges to maintaining lower energy use and achieving further reductions.

	FY07	FY08	FY09	FY10
Total Energy Use Million BTUs	25,255	25,610	24,639	20,112

Energy Reduction Projects – (all subsidized with outside funds)

- Lighting Retrofit – Energy efficient lamps, ballasts and fixtures were installed at the Old Library, Police Station, Town Hall, Bromfield House and DPW.
- School Mechanical Upgrades – At Bromfield, implemented Demand Controlled Ventilation, Variable Speed Drives (HW pumps and RTU fans), Retrocommissioning and a Building Automation System (BAS) upgrade. At Hildreth, installed high efficiency motors and variable speed drives for the hot water pumps.
- Solar Panels at Bromfield School – HEAC obtained approval for funds from MTC Commonwealth Solar and Clean Energy Choice programs for the installation of a 5kW Photovoltaic (PV) system on the Bromfield roof.

Green Communities

- HEAC created an Energy Reduction plan along with a Fuel Efficient Vehicle Policy and Building Use Policy to define how the Town of Harvard will reduce energy use. HEAC worked with the community to obtain approval of the Stretch Energy Code and zoning articles for as-of-right siting of PV generation at a Special Town Meeting.
- HEAC applied for and was awarded Green Community status for the Town and \$141,200 to be applied toward energy reduction projects at the Hildreth Elementary School, Fire Station and Police Station.

We appreciate the efforts in 2010 of Town employees, Boards and all volunteers that have helped us to implement recommended projects and achieve Green Community designation. We are always looking for new members and can be contacted at HEAC@googlegroups.com.

Respectfully submitted,

Brian Smith, Chair Bill Blackwell David Fay Forrest Hodgkins
 Eric Broadbent, Vice Chair Rene Roy (Associate Member)

Annual Town Meeting-Saturday, April 2, 2011 - Annual Town Election-Tuesday, April 5, 2011

REPORT OF THE CAPITAL PLANNING AND INVESTMENT COMMITTEE

The Capital Planning and Investment Committee (CPIC) is pleased to submit the Town of Harvard Capital Plan for the Fiscal Years 2012 to 2016. The Plan and supporting schedules outline the short-term imminent capital needs of our Town. The Plan is comprised of the following:

- I. Current status of prior year recommendations
- II. Fiscal Year 2012 capital requests
- III. Capital Plan Fiscal Years 2012 to 2016
- IV. Ten year long-term debt schedule (actual and projected)
- V. Commentary on the Municipal Buildings project

In September 2010 the Committee commenced the capital planning process by soliciting capital requests from the Town departments, committees and boards under a prescribed format. The Committee proceeded to meet with the respective parties to gather additional information to fully understand the need and cost of each request. Upon completion of the fact gathering the Committee developed a rating scale to evaluate which capital would be approved. The rating scale was based on the following criteria:

- a. Is there justification of need for the project?
- b. Is the project cost reasonable and substantiated?
- c. Is there alternative funding for the project cost?
- d. Can the project be deferred to a later year?
- e. What is the financial impact on operations?

The Committee members independently rated each capital request applying a score of 1 to 5. Approved projects, along with the related funding sources, are illustrated in Section II Fiscal Year 2012 capital requests

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

Respectfully submitted,

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

Ex-Officio members:
Tim Bragan, Town Administrator
Lorraine Leonard, Finance Director
Tom Jefferson, School Superintendent

I. Current Status of Prior Year Recommendations

1. Evaluation of the Physical Condition of Town Buildings

FY10 Recommendation: 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 and improvement program that identifies ordinary recurring maintenance items and capital asset repairs. The annual appropriation for departmental maintenance budgets should be adequately funded to address ordinary recurring maintenance as a preventive measure against future unplanned capital repairs or replacement.

Current Status: While a comprehensive evaluation of all Town owned buildings has not been performed, the analysis and data obtained by the Municipal Building Committee for the Town Hall, Hildreth House and Old Library will provide valuable information as to the physical operating condition and need for renovation and repair. The departmental maintenance budgets have in some cases been increased marginally, but will require additional funding that is not currently available due to budget constraints.

2. Capital Stabilization and Investment Fund

FY10 Recommendation: 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.

Current Status: At the May, 2010 Annual Town Meeting, the Town voted a policy to transfer the prior year Certified Free Cash to the Capital Stabilization and Investment Fund. The policy incorporates two exceptions. The first exception sets aside a reserve amount from the Certified Free Cash to address unforeseen decreases in revenue in the current budget cycle. The second exception limits the transfer to the Capital Stabilization Fund if the balance in the General Stabilization Fund falls below 5% of the total Omnibus Budget.

3. Director of Facilities and Maintenance

FY10 Recommendation: The Town should consider the creation of a new position *Director of Facilities and Maintenance*. This position would oversee the maintenance and repair of all Town owned buildings.

Current Status: Representatives of the Board of Selectmen and the School Committee are currently exploring the opportunities and functioning of this model. A recommendation is expected in the short term.

II. TOWN OF HARVARD CAPITAL REQUESTS

Fiscal Year 2012

Police Cruiser (Recurring Capital):

This capital request is part of the on-going replacement plan for the fleet of police vehicles. Each year one cruiser in the fleet is retired due to mileage, wear and tear and engine idling hours. We recommend this capital request of **\$29,000** be funded from the Recurring Capital line in the Omnibus Budget.

The Bromfield School Repair/Replacement of the Middle School Walkway (Article 11):

This project will repair worn planks on the ramp on the side entrance to the middle school and structurally rework the entire railing design and support system. We recommend the funding of **\$20,000** from the Capital Stabilization and Investment Fund.

The Bromfield School Conversion from Oil Heat to Gas (Article 12):

We seek to extend the gas line to Bromfield and look to convert the heating system so that we can use the more economical and plentiful natural gas. Given that The Bromfield School serves as an emergency shelter, we will continue to maintain the capacity to operate with oil given the potentiality of an interrupted flow of natural gas. We recommend the funding of **\$30,000** funded from the Capital Stabilization and Investment Fund.

Hildreth Elementary Office Flooring (Article 13):

This project will replace the worn and frayed carpeting in the HES Office with VCT (tile). The planned use of VCT instead of carpet is for purposes of air quality and durability. We recommend the funding of **\$10,000** from the Capital Stabilization and Investment Fund.

Hildreth Elementary Mechanical Upgrades (Article 14):

As part of our ongoing energy saving initiative, HEAC commissioned an audit from National Grid. They identified mechanical upgrades to our energy system estimated to cost \$100,000 with slightly over half that amount eligible for potential electric and gas incentive awards from National Grid. Assuming those incentives, projected energy savings for this project would yield a simple payback of 4.3 years. We recommend the funding of **\$100,000** from the Green Communities Grant less the projected reimbursement from National Grid incentives.

Hildreth Elementary Boiler and Window Replacement (Article 15):

Harvard is seeking to take advantage of funding available through the Massachusetts School Building Authority "Green Schools" program. We will be eligible for approximately 40% reimbursement for qualifying projects for school boilers and energy efficient windows at HES. We recommend the funding of **\$75,000** from "Green Community" funds and MSBA reimbursement.

Hildreth Elementary School Playground (Article 16):

Our current playground structure is over twenty years old and in dire need of replacement. We are looking to install a new playground that will be ADA compliant, improve safety for our students, and provide a community space to be used by Harvard families for decades to come. The funding formula is looking to include one-third from the Shaw Trust, one-third from funds from the contract with MassDevelopment to educate students from Devens along with community fundraising, and one-third from the Capital Stabilization Fund. The share being requested from the town is one-third of the total cost, not to exceed **\$65,000**. We recommend the funding of **\$65,000** from the Capital Stabilization and Investment Fund.

Municipal Buildings Projects (Articles 17 & 18):

The Capital Planning and Investment Committee evaluated this Capital request. We are modifying their request to a more appropriate one based on the needs that face us today with our present building space. This project addresses the need to renovate/preserve the Town Hall, Old Library and Hildreth House. The Town Hall design should not preclude possible future expansion if government needs mandate. The use of funds should also include the development of schematic design plans for the construction, reconstruction of the Old Library for temporary use as town offices during the interim construction period and additional space for the Council on Aging functions and offices, meeting space and certain community activities. The Capital Planning and Investment Committee believes, by majority vote, that Article 18 offers the most flexibility in addressing the Town's imminent space needs, required building renovations and affordability to the taxpayers. At the present time the Town has adequate space capacity thus expanding two of the three buildings as proposed in Article 17 is simply not necessary. A priority should be the critically needed deferred maintenance on the Town Hall and the Old Library that has been postponed for the last five years. In closing Article 18 clearly addresses a defined functional use for the Old Library, a decision that has likewise been deferred for some time. The CPIC recommends this project as described in Article 18 in the sum of **\$225,000** to be raised through the issuance of excluded debt.

DPW Garage Floor Drains & Floor (Article 19):

- 1) The DPW garage has been using a make-shift system to collect gray water and associated contaminants from equipment maintenance operations since 2003. At that time the department was directed by DEP to seal off all the floor drains due to the serious risk of ground water contamination. We recommend installing a proper floor drain system to replace the current system. We recommend this project be funded with **\$40,000** from the DPW Recurring Capital Line.
- 2) The concrete floor for the Highway Garage has seriously deteriorated from exposure to salt since it was installed in 1983. We are recommending the Town approve epoxy coating the floor, similar to what was done a few years ago at the Center Fire Station, to prevent continued deterioration. The cost of replacing the floor with a salt resistant surface is significantly higher than properly maintaining the current floor. We recommend **\$40,000** be funded from the Capital Stabilization and Investment Fund subject to the above floor drain project being completed first.

Fire Department Brush Truck (Article 20):

This acquisition will replace a 1986 military surplus Dodge pick-up truck that was modified with the installation of a combination tank and pump skid in 1995. Originally scheduled for 2013, but because of mechanical and electrical issues and the unavailability of military parts the dependability of this apparatus is severely compromised, it has been moved to FY2012. It is expected that the annual maintenance costs of the brush truck will decrease with a new vehicle and its warranty. We recommend the acquisition, estimated at **\$145,000**, be funded by the issuance of non-exempt debt paid from the Capital Stabilization and Investment Fund.

Water Department - Install Security Fence at Water Tank (Article 21):

This request is in response to a directive by the Department of Environmental Protection to install a security fence around the water storage tank located off Bolton Road. We recommend **\$15,000** be funded from the Capital Stabilization and Investment Fund.

Water Department – Upgrades to Water System (Article 22):

The Water Department has been servicing the Community since 1923 and has been implementing a long term program to replace the outdated infrastructure to insure a safe and continuous water supply for Town Center residents, businesses and Town Facilities as well as town fire protection. We are recommending that the plan for the next 5 years be done this year to maximize efficiencies and cost savings, as well as minimizing traffic disruption, by doing the work in conjunction with the construction of the Town Center Sewer System. The projected cost is **\$340,000**. We recommend the project be funded by non-exempt long-term debt.

Public Works, Roads (Article 24):

This year the Department of Public Works Director submitted a Five Year Roadway Capital Plan which was approved by the Board of Selectmen. This plan details a program of the annual expenditure of \$490,000 for the reconstruction and repair of our town's 65 miles of roadways. Annually, it is projected that \$242,243 would be spent with Chapter 90 funds and \$250,000 from Capital funding. This year's reconstruction project is phase 2 of the Littleton County Road reconstruction project from Cleaves Hill Road to Old School House Road. In addition, depending on a road's condition there will be a continuation of crack filling, stone seal and the level and overlay of roadways to prevent future costly reconstruction. We recommend the funding of **\$250,000** from the Capital Stabilization and Investment Fund.

Police Radio System Upgrade (Article 25):

This project is mandated by new requirements of the Federal Communications Commission for narrowband frequencies. The current wideband equipment cannot be upgraded to support the narrowband level. There is no anticipated annual maintenance associated with the installation of a new repeater, antennae, back-up power supply and hardware. We recommend this **\$15,000** be funded from the Capital Stabilization and Investment Fund.

**III. TOWN OF HARVARD, CAPITAL PLAN
FY 2012 - FY 2016**

	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>Total</u>
<u>Land and Improvements:</u>						
HES playground upgrade	65,000					65,000
HES resurface and paving				60,000		60,000
Bromfield paving and lighting				60,000		60,000
Total	\$ 65,000	\$ -	\$ -	\$ 120,000	\$ -	\$ 185,000
<u>Buildings and Improvements:</u>						
Fire Station (center) refurbish/mechanical		250,000				250,000
Fire Station (Still River) refurbish				250,000		250,000
Highway Rehab Garage Floor	40,000					40,000
Highway Replace Drains & Install tight tank	40,000					40,000
Highway Maintenance Bay Addition		150,000				150,000
Highway Upgrade Electric Service			30,000			30,000
Highway Hydraulic Truck Life, Air Compressor			30,000			30,000
Highway Office Addition				100,000		100,000
Bromfield House, Town water connection		15,000				15,000
Bromfield House Rebuild Front Porch		25,000				25,000
Bromfield House Replace Boiler			15,000			15,000
Bromfield House Replace Roof Shingles				25,000		25,000
HES Replace Front Office Carpeting	10,000					10,000
HES Mechanical Upgrades (N'Grid)	100,000					100,000
HES New Boiler, Repair/Replace Windows	75,000					75,000
HES Replenish Glycol Heating System		30,000				30,000
HES Remove Trailer, New Storage Shed		50,000				50,000
HES Replace Glazing in Cafeteria		20,000				20,000
HES Replace K-Wing Windows & Doors			45,000			45,000
HES Sand/Paint all exposed steel			30,000			30,000
HES Relamp Building				30,000		30,000
Bromfield MS Walkway Structure	20,000					20,000
Bromfield Convert Oil Heat to Gas	30,000					30,000
Municipal Building Use Schematic/Design	225,000	210,000				435,000
Town Hall Renovation (phase I)		2,262,000				2,262,000
COA Facility				2,300,000		2,300,000
Total	\$ 540,000	\$ 3,012,000	\$ 150,000	\$ 2,705,000	\$ -	\$ 6,407,000

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	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>Total</u>
Major Equipment- >\$100k						
Debt on Fire & Dump Trucks, FY11 **	3,200	80,825	78,575	76,325	74,075	313,000
Fire Brush Truck	145,000					145,000
Fire Replace Turnout Gear					35,000	35,000
DPW Boom Flair Mower		150,000				150,000
DPW Front End Loader				175,000		175,000
DPW Heavy Duty Dump Truck					175,000	175,000
Total	\$ 148,200	\$ 230,825	\$ 78,575	\$ 251,325	\$ 284,075	\$ 993,000
Minor Equipment- <\$100k						
Police Radio System Upgrade	15,000					15,000
Police Vehicle	29,000					29,000
Police Vehicle		29,000				29,000
Police Vehicle			29,000			29,000
Police Vehicle				31,000		31,000
Police Vehicle					29,000	29,000
Fire tanker refurbish			95,000			95,000
DPW Two Ride-on Mowers for P & R		25,000				25,000
DPW One Ton Truck w/Plow			70,000			70,000
School Lunch Vehicle			30,000			30,000
School Pickup Truck			40,000			40,000
Ambulance Cardiac Monitor				25,000		25,000
Total	\$ 44,000	\$ 54,000	\$ 264,000	\$ 56,000	\$ 29,000	\$ 447,000
Infrastructure						
DPW Roads Reconstruct/Repair	250,000	250,000	250,000	250,000	250,000	1,250,000
Water Security Fence around Tank	15,000					15,000
Water system improvements	340,000					340,000
Town Buildings Sewer Connections	125,000					125,000
Total	\$ 730,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,730,000
Grand Total	\$ 1,527,200	\$ 3,546,825	\$ 742,575	\$ 3,382,325	\$ 563,075	\$ 9,762,000

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

**IV. Town of Harvard, Debt Schedule
Ten Year Long-Term Debt, Actual & Projected**

<u>Outstanding Debt:</u>			<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
11/15/2000	Land Acquisition	Principal	20,000	-	-	-	-	-	-	-	-	-
		Interest	488	-	-	-	-	-	-	-	-	-
11/15/2000	Land Acquisition	Principal	40,000	-	-	-	-	-	-	-	-	-
		Interest	975	-	-	-	-	-	-	-	-	-
11/15/2000	Public Safety Building	Principal	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000
		Interest	72,533	65,745	58,995	52,245	45,495	38,745	31,894	24,908	17,888	10,800
11/15/2000	Planning - Public Safety	Principal	10,000	-	-	-	-	-	-	-	-	-
		Interest	122	-	-	-	-	-	-	-	-	-
11/1/2004	School	Principal	315,000	315,000	315,000	315,000	315,000	315,000	315,000	315,000	315,000	315,000
		Interest	174,116	162,698	151,279	139,073	127,575	116,865	105,683	94,185	82,451	70,560
11/1/2004	Library	Principal	135,000	135,000	135,000	135,000	135,000	130,000	130,000	130,000	130,000	130,000
		Interest	72,679	67,785	62,891	57,660	52,733	48,230	43,615	38,870	34,028	29,120
8/15/2006	School Roof Repairs	Principal	125,000	125,000	125,000	125,000	125,000	125,000	125,000	-	-	-
		Interest	34,063	28,438	23,125	18,125	13,125	7,969	2,656			
Current Outstanding Principal			780,000	710,000	710,000	710,000	710,000	705,000	705,000	580,000	580,000	580,000
Current Outstanding Interest			354,974	324,665	296,290	267,103	238,928	211,809	183,848	157,963	134,366	110,480
Current Total Long-Term Exempt Debt			1,134,974	1,034,665	1,006,290	977,103	948,928	916,809	888,848	737,963	714,366	690,480
<u>Projected Debt:</u>												
FY11	DPW & Fire Trucks	Principal			50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
		Interest		3,200	31,950	29,700	27,450	25,200	22,950	20,700	18,450	16,200
FY12	Infrastructure	Principal			17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000
		Interest			18,707	17,771	16,836	15,901	14,965	14,030	13,095	12,159
FY13	Building Projects	Principal			35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
		Interest			41,265	31,361	29,711	28,060	26,410	24,759	23,108	21,458
FY13	Sewer Project (@ 25%)	Principal			25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
		Interest			9,999	9,499	8,999	8,499	7,999	7,499	6,999	6,499
FY14	Road Projects	Principal				40,000	40,000	40,000	40,000	40,000	40,000	40,000
		Interest				44,016	41,815	39,614	37,414	35,213	33,012	30,811
FY14	MBC Projects	Principal			3,375	135,000	135,000	250,000	250,000	250,000	250,000	250,000
		Interest				146,135	138,828	258,021	244,390	230,758	217,126	203,494
FY15	Equipment (10 yr.)	Principal						60,000	60,000	60,000	60,000	60,000
		Interest					19,490	36,920	32,803	23,625	24,980	19,917
Projected Outstanding Principal			780,000	710,000	837,000	1,012,000	1,012,000	1,182,000	1,182,000	1,057,000	1,057,000	1,057,000
Projected Outstanding Interest			354,974	327,865	398,211	545,585	522,056	624,024	570,778	514,547	471,136	421,018
Projected Total Long-Term Debt			1,134,974	1,037,865	1,235,211	1,557,585	1,534,056	1,806,024	1,752,778	1,571,547	1,528,136	1,478,018

V. MUNICIPAL BUILDING COMMITTEE PROPOSAL

Municipal Building Projects:

Over the past eighteen months the Municipal Building Committee (MBC) has been deliberating over the condition, building and code concerns and use of Town Hall, the Old Library and the Hildreth House. The Committee has held a number of public forums, spent significant time considering options and made numerous presentations. Last year the Town approved \$70,000 to consider the feasibility of various options and preliminary designs for the three buildings. The MBC recommendation is to renovate and expand Town Hall to include restoration and use of the upper Town Hall stage area, to renovate and expand the Hildreth House to include a large multi-purpose room and to renovate the Old Library for use as a Community Cultural Center as well as a new road and site work to provide additional parking at all three buildings.

Our process in evaluating the proposal:

We met with the MBC three times to fully understand the scope and financial implications of the proposal. Faced with far more capital requests than we have funds for and our concern over maintaining existing buildings and infrastructure, we had a joint meeting with the Board of Selectmen, the Finance Committee and the School Committee. The purpose of which was to review priorities and determine how the requests fit into the overall long-term financial picture for the Town. These committees reviewed a five year outlook for the Town Operating Budget and a long-term Capital Plan. After discussion of the MBC proposal and a citizen proposed alternative, almost all of the Town Board members present agreed to recommend that Town Meeting be presented with alternatives to: (1) renovate the existing Town Hall in such a fashion to allow for the future expansion; (2) renovate The Hildreth House for use as a Senior Center and (3) renovate the Old Library for use as a Senior Center, with the assumption that only one of the last two will pass.

The Capital Planning and Investment Committee (CPIC) evaluated the alternatives using the criteria we used to set priorities for all other capital projects. The Town Hall renovation on its existing footprint ranked very high by all members, a Town Hall renovation with an addition ranked very low by a majority of members and the senior center at the Old Library ranked slightly above one at the Hildreth House primarily as a result of needing additional infra-structure.

Our recommendation:

We need to assure the long term financial sustainability of the Town. CPIC, by majority vote, supports the Citizen's article (#18). We recommend the **\$225,000** be funded by excluded debt, which is consistent with how the Town has funded similar articles in the past.

Our recommendation is based on the long term financial outlook for the Town and the desire to not increase our facilities and infrastructure, or incur the additional related operating expenses, until such time as our existing buildings and infrastructure are in good working order, up to 'code' and being fully utilized. The CPIC greatly appreciates all the dedication and work of the MBC.

COMMUNITY PRESERVATION COMMITTEE (CPC)

With the establishment of the Community Preservation Act (CPA) in 2000, the Commonwealth established a trust fund that would match up to 100% of dollars collected via a property tax surcharge of up to 3% 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 surcharge of 1.1%.

Since its inception through the end of fiscal 2011 we estimate \$2.65 million will have been raised including \$1.63 million raised locally by the 1.1% surcharge. This past year the state match shrunk to 27.2% and is expected to drop further to 25% as the flow of cash into the state trust fund from property transfer fees remains weak and the funds are shared by more and more towns which have adopted the CPA. The Community Preservation Coalition, an advocacy group for Community Preservation efforts across Massachusetts, has lobbied for passage of legislation to guarantee a minimum of 75% matching funds. Due to more pressing matters, bill SB90 did not make it out of the House Ways & Means Committee in 2010. The sponsors have committed to reintroduce the bill in the current session.

At the last nine Annual Town Meetings, the voters have approved approximately \$2,126,000 in spending. Approximately \$100,000 of the appropriated funds that were not needed or passed a sunset date has been returned to the available funds and \$16,500 of interest has been earned over the years. A detailed accounting is available on the Town website. CPA fund reserves, the town's preservation "savings account", shows a projected balance of \$100,960 at the end of FY11.

Activities of the Community Preservation Committee

Town Meeting 2010 voted to approve \$297,655 to all projects and reserves recommended by the CPC.

There were several changes to the CPC members. Deborah Ricci was elected to complete the term of Phil Crosby, Michelle Catalina replaced Joe Sudol as the Planning Board representative, Wade Holtzman replaced Bruce Nickerson as the representative of the Harvard Housing Authority, and John Lee replaced Margaret Grogan as the Park & Rec representative.

FY2011 Applications

The committee received eight applications for consideration for a combined total of \$665,250. Two applications were ruled ineligible reducing the total requested to 557,750. The total available funds including reserves are \$333,854. This is the fifth consecutive year the requests exceed the amount available. It is clear to the CPC that the 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 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 the base match.

It should be noted also that during the past year several major land acquisition and restoration projects have been discussed where under the CPA, the Harvard CPC could exercise its bonding authority by encumbering future revenue. Should this action be recommended by CPC and approved by Town Meeting, there would be less available for the usual annual applications.

The complete list of applications is as follows:

- \$100,000 for Master Plan update, ruled ineligible
- \$ 7,500 for a trail at Fruitlands, ruled ineligible
- \$ 7,000 for preservation of historic documents (Fruitlands)
- \$ 27,000 for preservation of historic town documents
- \$200,000 for Municipal Affordable Housing Trust Fund
- \$150,000 for Conservation Fund
- \$ 73,750 for Storm Water Management Facilities
- \$100,000 for restoration of Town Hall

The recommendations of the CPC requiring approval by 2011 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 \$205, 600.

Respectfully submitted,

Donald Boyce, Elected, Chairman
Michelle Catalina, Planning Board
Chris Cutler, Historical Commission
Charlie Gorss, Conservation Commission
John Lee, Park & Recreation
Wade Holtzman, Housing Authority
Deborah Ricci, Elected, Vice-Chair
Steve Rowse, Elected, Treasurer
Deborah Thomson, Elected, Secretary

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 five 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 2012-2016, as presented on the previous pages.
2. No new programs for the foreseeable future.
3. Local Aid (Cherry Sheet) will decrease 3.0% for FY12, then flat.
4. A Total Stabilization Fund balance of not less than 5% of the total Omnibus Budget before debt.
5. 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 FY12.
 - f. Local receipts will remain level from FY12 forward.
 - g. Assessments from the State (Cherry Sheet charges) will increase from FY12 forward by 5% per year.

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 2009	FY 2010	FY 2011	Budgeted FY 2012	Estimated FY 2013	Estimated FY2014	Estimated FY2015	Estimated FY2016
TAXES								
Levy	\$ 14,192,889	\$ 15,028,499	\$ 15,526,818	\$ 16,014,827	\$ 16,517,697	\$ 17,033,140	\$ 17,561,468	\$ 18,103,005
New Growth	\$ 269,062	\$ 119,616	\$ 97,403	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Override	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Excluded Debt	\$ 1,218,017	\$ 1,180,266	\$ 1,131,974	\$ 1,031,812	\$ 1,003,290	\$ 974,103	\$ 945,928	\$ 913,809
Capital Exclusions								
LOCAL								
Receipts	\$ 1,493,325	\$ 1,413,625	\$ 1,386,125	\$ 1,388,825	\$ 1,388,825	\$ 1,388,825	\$ 1,388,825	\$ 1,388,825
Free Cash	\$ -	\$ 86,131	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Stabilization	\$ 199,500	\$ 144,500	\$ 410,225	\$ -	\$ -	\$ -	\$ -	\$ -
Overlay Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wetlands	\$ 10,854	\$ 11,071	\$ 11,071	\$ 11,071	\$ 11,071	\$ 11,071	\$ 11,071	\$ 11,071
Library	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Inv. Fund	\$ -	\$ -	\$ -	\$ 448,200	\$ 509,043	\$ 1,085,412	\$ 1,363,266	\$ 1,323,958
STATE								
Cherry Sheet	\$ 4,116,688	\$ 3,522,972	\$ 3,429,163	\$ 3,325,735	\$ 3,325,735	\$ 3,325,735	\$ 3,325,735	\$ 3,325,735
TOTAL	\$ 21,700,335	\$ 21,506,680	\$ 21,992,779	\$ 22,320,470	\$ 22,855,661	\$ 23,918,286	\$ 24,696,293	\$ 25,166,403
EXPENSES								
BUDGET								
General Government	\$ 1,090,937	\$ 1,048,424	\$ 1,076,278	\$ 1,105,032	\$ 1,142,603	\$ 1,181,452	\$ 1,221,621	\$ 1,263,156
Public Safety	\$ 1,328,798	\$ 1,377,381	\$ 1,374,925	\$ 1,360,172	\$ 1,406,418	\$ 1,454,236	\$ 1,503,680	\$ 1,554,805
Education	\$ 11,150,210	\$ 11,107,490	\$ 11,182,621	\$ 11,442,230	\$ 11,831,266	\$ 12,233,529	\$ 12,649,469	\$ 13,079,551
Physical Environment	\$ 1,391,043	\$ 1,212,473	\$ 1,205,367	\$ 1,223,612	\$ 1,265,215	\$ 1,308,232	\$ 1,352,712	\$ 1,398,704
Human Services	\$ 103,321	\$ 135,709	\$ 136,392	\$ 143,730	\$ 148,617	\$ 153,670	\$ 158,895	\$ 164,297
Culture & Recreation	\$ 550,385	\$ 565,109	\$ 578,293	\$ 582,651	\$ 602,461	\$ 622,945	\$ 644,125	\$ 666,025
Recurring Capital	\$ 98,591	\$ 112,000	\$ 112,000	\$ 99,000	\$ 114,000	\$ 114,000	\$ 114,000	\$ 114,000
Insurance & Fringe	\$ 2,456,492	\$ 2,997,040	\$ 3,044,500	\$ 3,375,157	\$ 3,577,666	\$ 3,792,326	\$ 4,019,866	\$ 4,261,058
Debt:								
Non-Excluded	\$ 4,718	\$ 4,573	\$ 17,475	\$ 4,700	\$ 220,543	\$ 701,912	\$ 889,766	\$ 1,086,458
Excluded	\$ 1,218,017	\$ 1,182,167	\$ 1,131,974	\$ 1,031,812	\$ 1,003,437	\$ 974,250	\$ 946,075	\$ 913,956
OTHER LOCAL								
Overlay	\$ 82,343	\$ 104,186	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000
Articles	\$ 623,500	\$ 605,500	\$ 852,981	\$ 827,725	\$ 690,000	\$ 785,000	\$ 875,000	\$ 639,000
STATE								
Charges & Offsets	\$ 1,048,316	\$ 1,046,706	\$ 1,017,396	\$ 1,039,645	\$ 1,091,627	\$ 1,146,209	\$ 1,203,519	\$ 1,263,695
TOTAL	\$ 21,146,671	\$ 21,498,758	\$ 21,815,202	\$ 22,320,466	\$ 23,178,853	\$ 24,552,760	\$ 25,663,727	\$ 26,489,705
Surplus/(Deficit)	\$ 553,664	\$ 7,922	\$ 177,577	\$ 4	\$ (323,192)	\$ (634,474)	\$ (967,434)	\$ (1,323,302)

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

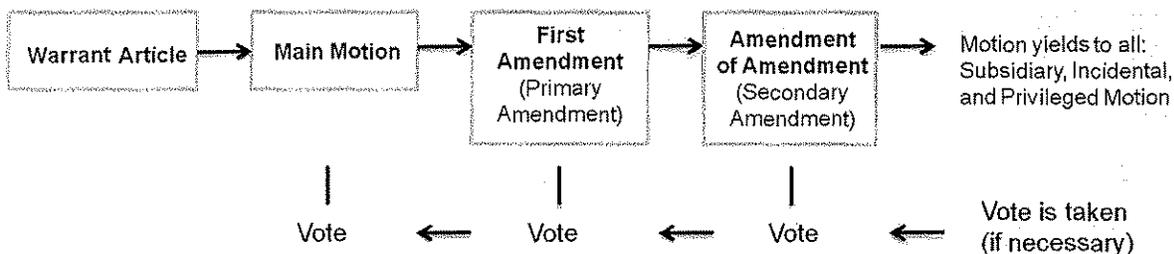
The Warrant is the agenda for Town Meeting. The articles in the Warrant are taken up at Town Meeting by vote upon motions. The Moderator will call for a motion, and when it is made it becomes the Main Motion. The article in the Warrant defines the limit or scope of the subject matter to be contained 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
Suspend Rules	To permit ... (i.e. a non-resident speaker)	Yes	2 / 3	No	No	No

Consensus approval accepted, if no one objects.

SUMMARY OF WARRANT ARTICLES

<u>Article</u>	<u>Article Topic</u>	<u>Amount</u>
1	Annual Reports	
2	Reserve Fund – Fiscal Year 2011	\$ 300,000
3	Certified Free Cash	705,556
4	Omnibus Budget	20,368,098
5	Reserve Fund – Fiscal Year 2012	350,000
6	GASB 45 OPEB Actuarial Valuation	8,000
7	Fire Department Protective Clothing	9,175
8	Fire Department Combustible and Carbon Monoxide Gas Meter	2,250
9	Dispatcher Contract	3,823
10	DPW Contract	6,482
11	Repair/Replace the Middle School Walkway Structure at Bromfield	20,000
12	Convert The Bromfield School from oil Heat to Gas Heat	30,000
13	Hildreth Elementary School Front Office Flooring	10,000
14	Hildreth Elementary School Mechanical Upgrades	100,000
15	Hildreth Elementary School Boiler and Windows	??,???
16	Hildreth Elementary School Playground	65,000
17	Municipal Buildings	225,000
18	Municipal Buildings	225,000
19	Department of Public Works Highway Garage Floor	40,000
20	Fire Department – New Forestry Firefighting Truck	145,000
21	Install Fence at Water Tank	15,000
22	Water Department Upgrades to Water System	340,000
23	Sewer Connections for Municipal Buildings	125,000
24	Reconstruct Littleton County Road (Cleaves Hill to Old Schoolhouse)	250,000
25	Police Radio System Upgrade	15,000
26	Town Hall Energy Study	8,300
27	West Nile Virus and EEE Prevention	5,000
28	Conservation Fund Funding	100,000
29	Update of Master Plan	??,???
30	Home Rule Legislation – Join the Devens Economic Target Area	
31	Home Rule Legislation – RE: One-Day Liquor Licenses	
32	Home Rule Legislation – Property Tax Relief for Senior Citizens	
33	Home Rule Legislation – Water Commissioners Elected to Appointed	
34	Dissolve Harvard Housing Authority	
35	Change Composition of Community Preservation Committee	
36	Community Preservation Committee Report	
37	Preservation of Historic Town Documents – Town Clerk	27,000
38	Harvard Municipal Affordable Housing Trust Fund	25,000
39	Bare Hill Pond Stormwater Pollution Control	73,750
40	Community Preservation Committee – Administrative Expenses	2,500
41	Amend Protective Bylaw - Zoning Map Section	
42	Amend Protective Bylaw – Floodplain District	
43	Approve Revolving Funds	
44	Acceptance of Gifts of Property-Conservation Land	
45	Acceptance of Highway Funds	

Annual Town Meeting-Saturday, April 2, 2011 - Annual Town Election-Tuesday, April 5, 2011

**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 2nd day of April, 2011 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: 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 added to the FY 2011 Reserve Fund for unforeseen and extraordinary expenses for the current fiscal year

(Fiscal Year 2011), or pass any vote or votes in relation thereto.

(Inserted by Finance Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$300,000 to cover unforeseen and extraordinary expenses due to unusually heavy snowfalls, a court judgment and SRF ineligible sewer engineering expenses incurred during Fiscal 2011. This is in addition to the \$350,000 originally approved at the 2010 Annual Town Meeting.

ARTICLE 3: FISCAL YEAR 2010 CERTIFIED FREE CASH

To see if the Town will vote to transfer a sum of money from FY2010 Certified Free Cash to the Capital Stabilization and Investment Fund, or pass any vote or votes in relation thereto.

(Inserted by the Finance Committee)

FINANCE COMMITTEE RECOMMENDS – the entire balance of Free Cash as certified by the State as of July 2, 2010 – a total of \$1,005,556 less any amounts voted in Article 2 above, to be transferred from Free Cash to the General Stabilization Fund per the policy voted at the 2010 Annual Town Meeting.

Although Free Cash recurs annually due to the natural fluctuations in actual spending versus budget, the amount each year cannot be forecasted or relied upon for ongoing expenses. By policy the town has voted by 2/3 vote to use this funding source to support the growing need for capital projects to protect and enhance the assets of the Town. All requests for Capital funding go through a review process by the Capital Committee and then the Finance Committee before being placed on the Warrant. All Capital articles require a 2/3 vote for spending which gives the Town the appropriate voice in deciding how we invest in our future. The Capital Requests for FY12 alone are \$445,000 with needs identified over the course of the next 5 years of \$8,475,800. Any requests to fund projects directly from Free Cash which requires only a simple majority vote would be a violation of the Town's policy and an attempt to circumvent the processes established by the Town to govern non-operational funding.

ARTICLE 4: 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 (FY2012), 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, FY12

Line #	Department/Account	Actual FY09	Actual FY10	Budget FY11	Proposed FY12	
GENERAL GOVERNMENT						
Selectmen						
1	Personnel	146,072	142,246	152,330	157,697	
2	Town Audit	12,000	17,000	12,000	12,000	
	Expenses	14,611	9,542	9,000	9,000	
	Copy Machine	1,889	2,908	3,700	3,700	
	Postage	17,352	16,840	18,500	18,500	
3	Total Expenses	33,852	29,290	31,200	31,200	
	Total Selectmen	191,924	188,536	195,530	200,897	2.75%

Finance Committee						
4	Expenses	170	173	200	200	0.00%

Finance Department						
	Personnel	328,312	270,999	283,401	288,252	
	Certification Compensation	2,000	2,000	2,000	2,000	
5	Total Personnel	330,312	272,999	285,401	290,252	
	Technology Services & Supplies	29,268	26,211	32,500	30,000	
	Expenses	20,081	81,250	83,700	86,200	
6	Total Expenses	49,350	107,461	116,200	116,200	
7	Technology	6,288	9,450	15,000	15,000	
	Total Finance Department	385,949	389,910	416,601	421,452	1.16%

Legal						
	Town Counsel Fees & Expenses	33,595	20,161	33,000	33,000	
	Other Legal Fees & Expenses	23,770	78,876	18,000	18,000	
8	Total Legal	57,365	99,037	51,000	51,000	0.00%

Personnel Board						
9	Expenses	100	100	100	100	0.00%

Town Clerk						
	Personnel	62,911	64,157	64,170	65,263	
	Certification Compensation	1,000	1,000	1,000	1,000	
10	Total Personnel	63,911	65,157	65,170	66,263	
	Expenses	1,734	2,918	2,300	2,300	
	Publications Reprinting/Codification	3,380	4,650	4,750	4,750	
11	Total Expenses	5,114	7,568	7,050	7,050	
	Total Town Clerk	69,025	72,725	72,220	73,313	1.51%

Line #	Department/Account	Actual FY09	Actual FY10	Budget FY11	Proposed FY12	
Elections & Registrars						
	Registrars' Honoraria	400	200	500	500	
	Election Officers (Police)	1,595	625	-	-	
	Expenses	7,316	3,810	7,835	6,758	
	Census	430	485	600	600	
12	Total Elections & Registrars	9,741	5,120	8,935	7,858	-12.05%
Land Use Boards						
13	Personnel	43,138	44,068	44,991	46,637	
	Conservation Expenses	498	425	500		
	ZBA Expenses	1,311	58	750		
	Planning Board Expenses	1,216	721	1,400		
	Office Supplies				1,000	
	Purchase Services				1,600	
	MRPC Assessment	1,424	1,460	1,460	1,500	
14	Total Expenses	4,450	2,663	4,110	4,100	
	Total Land Use Boards	47,588	46,731	49,101	50,737	3.33%
Personnel includes \$11,071 to be transferred from Wetlands Protection Fund.						
Public Buildings						
15	Personnel	21,290	22,707	22,191	24,074	
	Operating Expenses	51,389	17,256	32,000	32,000	
	Energy	122,220	109,589	130,000	130,000	
	Maintenance & Equipment	76,973	15,344	26,400	26,400	
	Waste Water Treatment Ops.	59,194	76,710	85,000	85,000	
16	Total Expenses	309,775	218,899	273,400	273,400	
	Total Public Buildings	331,065	241,606	295,591	297,474	0.64%
Annual Town Reports						
17	Expenses	4,299	3,915	2,000	2,000	0.00%
TOTAL GENERAL GOVERNMENT		1,090,937	1,047,853	1,091,278	1,105,032	1.26%

Line #	Department/Account	Actual FY09	Actual FY10	Budget FY11	Proposed FY12	
PUBLIC SAFETY						
Police Department						
18	Personnel	736,414	762,740	764,893	784,390	
	Public Safety Building	44,649	37,662	28,800	28,800	
	Cruiser Maintenance	13,570	10,472	10,000	10,000	
	Supplies & Expenses	19,281	21,366	30,700	30,700	
19	Total Expenses	77,500	69,500	69,500	69,500	
	Total Police Department	813,914	832,240	834,393	853,890	2.34%
Communications Department						
20	Personnel	192,568	187,873	204,740	185,757	
21	Expenses	18,500	17,224	18,700	18,700	
	Total Communications Department	211,068	205,097	223,440	204,457	-8.50%
Fire Department						
22	Personnel	176,222	161,387	180,192	164,925	
	Expenses	9,095	31,822	32,000	32,000	
	Radio Replacement & Repair	3,748	1,408	2,250	2,250	
	Protective Equipment	1,785	840	1,400	1,400	
23	Total Expenses	14,628	34,070	35,650	35,650	
	Total Fire Department	190,851	195,457	215,842	200,575	-7.07%
Ambulance						
	Expenses	23,066	-	-	-	
	Training	9,745	-	-	-	
	Ambulance Regular Operating Exp.	32,811	-	-	-	
	Additional Training and Other	-	-	-	-	
	Total Ambulance*	32,811	-	-	-	
Building & Zoning Inspector						
24	Fees & Expenses	32,204	87,888	50,000	50,000	0.00%
Gas Inspector						
25	Fees & Expenses	3,281	2,617	4,000	4,000	0.00%
Plumbing Inspector						
26	Fees & Expenses	4,479	7,061	7,000	7,000	0.00%
Wiring Inspector						
27	Fees & Expenses	9,570	14,532	9,000	9,000	0.00%
Animal Control						
	Personnel	16,500	16,500	16,500	16,500	
	Expenses	120	50	750	750	
28	Total Animal Control	16,620	16,550	17,250	17,250	0.00%
Tree Warden						
29	Expenses	14,000	13,864	14,000	14,000	0.00%
TOTAL PUBLIC SAFETY		1,328,798	1,375,306	1,374,925	1,360,172	-1.07%

Annual Town Meeting-Saturday, April 2, 2011 - Annual Town Election-Tuesday, April 5, 2011

Line #	Department/Account	Actual FY09	Actual FY10	Budget FY11	Proposed FY12	
SCHOOLS						
Local Schools						
	<u>Administration</u>					
	Salaries/Benefits	351,837	370,518	327,247	331,839	
	Transportation	245,994	314,510	262,195	309,966	
	Other Expenses	95,897	126,691	118,600	111,100	
	Total Administration	693,728	811,719	708,042	752,905	
	<u>Maintenance</u>					
	Salaries	426,517	427,971	443,269	450,307	
	Utilities	346,856	333,702	352,000	322,000	
	Other Expenses	166,205	283,783	212,000	206,000	
	Total Maintenance	939,578	1,045,456	1,007,269	978,307	
	<u>Harvard Elementary School</u>					
	Salaries	2,355,756	2,477,799	2,607,781	2,746,538	
	Expenses	51,102	66,531	66,450	63,950	
	Total Elementary	2,406,858	2,544,330	2,674,231	2,810,488	
	<u>The Bromfield School</u>					
	Salaries	3,953,884	4,055,709	4,055,127	4,207,254	
	Expenses	122,220	113,657	117,591	118,500	
	Total Bromfield	4,076,104	4,169,366	4,172,718	4,325,754	
	<u>Pupil Personnel Services (SPED)</u>					
	Salaries	1,618,717	1,770,452	1,792,912	1,782,915	
	Other Expenses	30,336	46,316	42,000	37,100	
	Collaborative Services	361,482	261,244	329,883	590,968	
	Transportation	264,394	284,143	316,372	286,550	
	Tuition	1,474,195	1,162,002	1,318,498	1,151,311	
	Pre-School Salaries	251,577	205,646	194,657	228,026	
	Pre-School Expenses	13,493	6,937	7,500	7,500	
	Total Pupil Personnel Services	4,014,194	3,736,740	4,001,822	4,084,370	
	<u>Technology</u>					
	Salaries	106,775	108,496	108,409	127,723	
	Expenses	53,070	71,501	81,000	82,000	
	Total Technology	159,845	179,997	189,409	209,723	
	Subsidies from Other Funds	(1,215,000)	(1,448,570)	(1,658,630)	(1,807,076)	
30	Total Local Schools	11,075,307	11,039,038	11,094,861	11,354,470	2.34%

31	Montachusett Regional Voc. Tech.	74,903	65,117	87,760	87,760	0.00%
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TOTAL SCHOOLS		11,150,210	11,104,155	11,182,621	11,442,230	2.32%
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PHYSICAL ENVIRONMENT

Dept. of Public Works

32	Personnel	562,425	581,996	582,367	607,112	
	Maintenance & Equipment	78,825	136,189	145,750	145,750	
	Fuel	66,851	63,520	65,000	65,000	
	Improvements & Construction	61,832	35,307	50,000	50,000	
	Snow & Ice Removal	369,260	145,997	96,000	96,000	
	Telephone & Electricity	9,195	10,567	10,500	10,500	
33	Total Expenses	585,963	391,580	367,000	367,000	
	Total Dept. of Public Works	1,148,388	973,576	949,367	974,112	2.61%

Line #	Department/Account	Actual FY09	Actual FY10	Budget FY11	Proposed FY12	
Solid Waste Transfer						
34	Transfer Station Expenses	188,683	188,391	188,500	188,500	
35	Hazardous Waste Disposal *	-	-	8,000	3,500	
	Total Solid Waste Transfer	188,683	188,391	196,500	192,000	-2.29%

* On an alternating year schedule.

Street Lights & Traffic Signal						
36	Expenses	5,380	5,268	5,000	5,500	10.00%

Water Department						
37	Expenses	14,108	15,564	16,000	16,000	0.00%

Pond Committee						
38	Expenses	33,500	39,875	33,500	33,500	0.00%

Cemeteries						
39	Expenses	984	1,679	5,000	2,500	-50.00%

TOTAL PHYSICAL ENVIRONMENT		1,391,043	1,224,353	1,205,367	1,223,612	1.51%
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HUMAN SERVICES**Board of Health**

40	Personnel	7,009	7,888	7,205	7,641	
	Expenses	1,195	1,207	1,200	600	
	Nashoba Assoc. Boards of Health	19,110	19,110	19,110	21,021	
	Concord Family Services	-	-	-	-	
	Minuteman Home Center	-	-	-	765	
41	Total Expenses	20,305	20,317	20,310	22,386	
	Total Board of Health	27,314	28,205	27,515	30,027	9.13%

Council on Aging

42	Personnel	49,978	68,529	70,402	71,989	
43	MART Personnel	15,640	23,362	21,000	24,240	
44	Expenses	733	1,550	1,975	1,975	
45	MART Van Expenses	534	579	1,000	1,000	
	Total Expenses	1,267	2,129	2,975	2,975	
	Total Council on Aging	66,885	94,020	94,377	99,204	5.11%

Veterans' Services

	Personnel	1,000	1,000	1,000	1,000	
	Expenses	192	642	1,500	1,500	
	Benefits	7,929	9,139	12,000	12,000	
	Total Expenses	8,121	9,781	13,500	13,500	
46	Total Veterans' Services	9,121	10,781	14,500	14,500	0.00%

TOTAL HUMAN SERVICES		103,321	133,005	136,392	143,730	5.38%
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Line #	Department/Account	Actual FY09	Actual FY10	Budget FY11	Proposed FY12
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CULTURE AND RECREATION**Library**

47	Personnel	366,569	346,067	359,972	365,710	
48	Expenses	111,276	137,402	151,266	145,808	
	Total Library	477,846	483,469	511,238	511,518	0.05%

Parks & Recreation

49	Commons & Schools/Grounds Exp.	23,776	17,679	17,650	21,650	
50	Beach Expense	13,800	11,624	13,295	13,295	
51	Beach Personnel - Director	6,773	9,780	7,853	7,931	
52	Groundskeeping Personnel	28,157	14,373	28,157	28,157	
	Total Parks & Recreation	72,506	53,455	66,955	71,033	6.09%

Historical Commission

53	Expenses	34	100	100	100	0.00%
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TOTAL CULTURE AND RECREATION	550,385	537,024	578,293	582,651	0.75%
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RECURRING CAPITAL EXPENDITURES

54	Police Cruiser	22,585	27,000	27,000	29,000	
55	Public Works Equipment	69,718	67,948	70,000	70,000	
	TOTAL RECURRING CAPITAL EXP.	98,591	94,948	97,000	99,000	2.06%

INSURANCE AND FRINGES**Property/Liability/Self-Insurance**

56	Insurance	141,174	137,223	137,500	139,000	1.09%
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Employee Benefits

	Worcester Regional Retirement	463,970	512,602	555,000	569,157	
	Workers' Compensation Insurance	53,316	71,082	72,000	72,000	
	Unemployment Insurance	38,774	70,813	60,000	60,000	
	Medicare	146,157	163,108	163,000	170,000	
	Health Insurance	1,581,456	1,848,951	2,011,000	2,312,500	
	Life Insurance	5,723	5,002	7,000	6,000	
	Deferred Compensation	8,117	18,081	12,000	20,000	
	Disability Insurance	15,102	22,049	22,000	23,000	
	Benefits Administration	2,704	2,626	5,000	3,500	
57	Total Employee Benefits	2,315,318	2,714,313	2,907,000	3,236,157	11.32%

TOTAL INSURANCE AND FRINGES	2,456,492	2,851,536	3,044,500	3,375,157	10.86%
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TOTAL OPERATING BEFORE DEBT	18,169,777	18,368,181	18,710,375	19,331,585	3.32%
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Line #	Department/Account	Actual FY09	Actual FY10	Budget FY11	Proposed FY12	
NON-EXCLUDED DEBT						
Debt Expense						
58	Bond Anticipation Borrowing/Cost	1,500	1,500	1,500	4,700	213.33%
Permanent Debt						
59	HES Roof (2000) Principal	3,000	3,000	-	-	
60	HES Roof (2000) Interest	218	73	-	-	
	Total Payments	3,218	3,073	-	-	0.00%
TOTAL NON-EXCLUDED DEBT		4,718	4,573	1,500	4,700	213.33%
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TOTAL OPERATING AFTER NON-EXCLUDED DEBT		18,174,495	18,372,754	18,711,875	19,336,285	3.34%
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EXCLUDED DEBT						
Permanent Debt						
61	Public Safety Building (2000) Principal	135,000	135,000	135,000	135,000	
62	Public Safety Building (2000) Interest	85,766	79,219	72,533	65,745	
63	Public Safety Bld Land (2000) Principal	30,000	30,000	40,000	-	
64	Public Safety Bld Land (2000) Interest	4,133	2,678	975	-	
65	Public Safety Bld Plan (2000) Principal	10,000	10,000	10,000	-	
66	Public Safety Bld Plan (2000) Interest	971	486	122	-	
67	Tripp Land (2000) Principal	25,000	25,000	-	-	
68	Tripp Land (2000) Interest	1,819	606	-	-	
69	Vesenka Land (2000) Principal	20,000	20,000	20,000	-	
70	Vesenka Land (2000) Interest	2,430	1,460	488	-	
71	HES Lighting (2000) Principal	2,000	2,000	-	-	
72	HES Lighting (2000) Interest	146	49	-	-	
73	Bromfield School (2004) Principal	320,000	315,000	315,000	315,000	
74	Bromfield School (2004) Interest	197,035	181,026	171,116	159,845	
75	Library (2004) Principal	135,000	135,000	135,000	135,000	
76	Library (2004) Interest	82,466	77,741	72,677	67,785	
77	School Roof (2006) Principal	125,000	125,000	125,000	125,000	
78	School Roof (2006) Interest	41,251	40,000	34,063	28,438	
	Total Payments	1,218,017	1,180,265	1,131,974	1,031,813	-8.85%
Temporary Debt						
	Total Payments	-	-	-	-	
TOTAL EXCLUDED DEBT		1,218,017	1,180,265	1,131,974	1,031,813	-8.85%
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GRAND TOTAL OMNIBUS BUDGET		19,392,512	19,553,019	19,843,849	20,368,098	2.64%

ARTICLE 5: RESERVE FUND – FISCAL YEAR 2012

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 2012), 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 FY10 Reserve Fund Transfers.

ARTICLE 6: GASB 45 OPEB ACTUARIAL VALUATION

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 conduct the required GASB 45, Other Post Employment Benefits (OPEB), actuarial valuation, 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)

FINANCE COMMITTEE RECOMMENDS – the sum of \$8,000 to be raised and appropriated to provide the actuarial valuations as required by GASB 45.

ARTICLE 7: FIRE DEPARTMENT – PROTECTIVE FIREFIGHTING GEAR

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 purchase five (5) sets of protective firefighting gear (helmets, bunker coats, pants, protective hoods, boots and gloves) for use by the Fire Department, 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 Fire Department)

FINANCE COMMITTEE RECOMMENDS – the sum of \$9,175 to be raised and appropriated to provide the volunteer fire department with required equipment to protect the Town.

ARTICLE 8: FIRE DEPARTMENT – COMBUSTIBLE AND CARBON MONOXIDE GAS METER

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 purchase a combustible and carbon monoxide gas meter for use by the Fire Department, 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 Fire Department)

FINANCE COMMITTEE RECOMMENDS – the sum of \$2,250 to be raised and appropriated to provide the volunteer fire department with required equipment to protect the Town.

ARTICLE 9: 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 #4 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 \$3,823.00 be raised and appropriated and added to line #20, Communications Department Personnel of Article 4 of this Warrant in order to ratify the contract .

ARTICLE 10: 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 #4 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 \$6,482.00 be raised and appropriated and added to line #32, Public Works Personnel of Article 4 of this Warrant in order to ratify the contract .

ARTICLE 11: THE BROMFIELD SCHOOL – REPAIR/REPLACE THE MIDDLE SCHOOL WALKWAY STRUCTURE

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 repair/replace the middle school walkway structure, 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 Capital Planning and Investment Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$20,000 be appropriated from the Capital Stabilization and Investment Fund. This project will eliminate what is now a safety hazard and comply with the current building code requirements for the outside ramp connecting to the Middle School.

ARTICLE 12: THE BROMFIELD SCHOOL – CONVERT FROM OIL HEAT TO GAS

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 convert the Bromfield School from oil heat to gas heat, 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 Capital Planning and Investment Committee)

FINANCE COMMITTEE RECOMMENDS - the sum of \$30,000 be appropriated from the Capital Stabilization and Investment Fund. This project will extend the natural gas line to the Bromfield School to provide an alternative source of energy for the dual system boiler.

ARTICLE 13: HILDRETH ELEMENTARY SCHOOL – FRONT OFFICE FLOORING

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 and install new flooring in the front office areas of the Hildreth Elementary School, 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 Capital Planning and Investment Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$10,000 be appropriated from the Capital Stabilization and Investment Fund. This project will replace the carpet that is extremely worn and beyond repair with VCT tile for purposes of air quality and durability.

ARTICLE 14: HILDRETH ELEMENTARY SCHOOL – MECHANICAL UPGRADES

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 School Department, with the approval of the School Committee, to upgrade the mechanical systems within the Hildreth Elementary School and that this article may be offset by other funding sources, 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 Capital Planning and Investment Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$100,000 funded as follows; \$50,000 from the Green Communities grant and \$50,000 from the National Grid cost reimbursement incentives program. This project would install upgrades to the energy management system. The projected energy savings would yield a simple payback of approximately 4.3 years.

ARTICLE 15: HILDRETH ELEMENTARY SCHOOL – BOILER AND WINDOWS

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, for a new boiler and the replacement of windows at the Hildreth Elementary School, which funds may be offset by other funding through the MSBA and or Green Communities Grant Funding, 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 Capital Planning and Investment Committee)

FINANCE COMMITTEE DEFERS – making a recommendation on this article as it does not have enough information, prior to the printing of the Finance Committee Book, to make an informed recommendation. The Committee will be in a position to make a recommendation to Town Meeting on April 2, 2011.

ARTICLE 16: HILDRETH ELEMENTARY SCHOOL – PLAYGROUND

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 fund a portion of the new playground at the Hildreth Elementary School, 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 Capital Planning and Investment Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$65,000 be appropriated from the Capital Stabilization and Investment Fund. The total project cost will be approximately \$195,000 with the remainder of funding derived from the Shaw Trust and the education contract with Mass Development along with private fundraising. This project will install new playground equipment that will be ADA compliant and improve child safety. A community build effort is planned to help defray the cost of installation.

ARTICLE 17: MUNICIPAL BUILDINGS

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 Board of Selectmen to be used for professional services including but not limited to architectural; structural engineering; mechanical, electrical and plumbing engineering; civil engineering; owner's project manager, surveys, legal services, and cost estimating to develop Schematic Design Plans for the renovation and expansion of (1) the Town Hall to serve town government offices, meeting space, civic and community space, and other uses as appropriate; and (2) the Hildreth House to continue as the center for senior life, with unexpended funds as of June 30, 2013 being returned to their funding source, or pass any vote or votes in relation thereto.

(Inserted by Municipal Buildings Committee)

FINANCE COMMITTEE DOES NOT RECOMMEND – *the sum of \$225,000 to be raised, appropriated or transferred from available funds for the creation of schematic designs for Hildreth House and Town Hall as proposed by the Municipal Building Committee. Refer to the Recommendation of Article 18 for additional details.*

FINANCE COMMITTEE COMMENT - *The Finance Committee strongly supports the need to renovate/preserve the Town Hall, the Old Library and the Hildreth House (in that order) and urges the Town to take action on either Article 17 or Article 18 or amended versions of one or the other. We cannot afford to defer required maintenance another year.*

Also, consistent with the practice followed in all of the recent large building projects including the Public Safety Building, the Library and The Bromfield School, regardless of which article passes, we recommend that the funding source be excluded debt requiring a ballot question. The proposed renovations and expansions outlined in the MBC proposals will approach \$9 million so the decision about what buildings to renovate and to what extent to expand them should be put to the entire town for a vote before any designs are generated. Please refer to the end of this Warrant for the text of Ballot Question #1 on the Town Election of April 5, 2011.

ARTICLE 18: MUNICIPAL BUILDINGS

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 Board of Selectmen to be used for professional services including but not limited to architectural; structural engineering; mechanical, electrical and plumbing engineering; civil engineering; owner's project manager, surveys, legal services, and cost estimating for the following:

- 1) To develop appropriate plans and specifications for the construction, reconstruction and renovation of the Town Hall for municipal government uses only. All construction, reconstruction and renovation will be limited to the existing building footprints with the exception of any necessary expansion solely for providing elevator access to the upper floor. The design will not include but will accommodate possible future expansion; and
- 2) To develop appropriate plans and specifications for the construction, reconstruction and renovation of the Old Library for use as temporary town offices during reconstruction of the Town Hall; additional space for Council on Aging functions and offices; community center usage and meeting space. All construction, reconstruction and renovation will be limited to the existing building footprint with the exception of any necessary expansion solely for providing elevator access to the upper floor(s); and
- 3) To preserve the Hildreth House as is for continued use by the Council on Aging and meeting space without expansion or renovation at this time.

(Inserted by Citizen Petition)

FINANCE COMMITTEE RECOMMENDS – *the sum of \$225,000 be raised through the issuance of excluded debt, the proceeds of which will be used to develop schematic design plans for the construction, reconstruction and renovation of Town Hall within the existing building footprint. The Town Hall design should not preclude possible future expansion if government needs mandate. The use of funds should also include the development of schematic design plans for the construction, reconstruction and renovation of the Old Library for temporary use as town offices during the interim construction period and additional space for the Council on Aging functions and offices, meeting space and certain community activities. The Finance Committee believes Article 18 offers the most flexibility in addressing the Town’s imminent space needs, required building renovation and affordability to the taxpayers. At the present time the Town has adequate space capacity thus expanding two of the three buildings as proposed in Article 17 is simply not necessary. What is necessary is the critically needed deferred maintenance on the Town Hall and Old Library that has been postponed for the last five years. Article 18 clearly addresses a defined functional use for the Old Library, a decision that has likewise been deferred for some time.*

FINANCE COMMITTEE COMMENT - *The Finance Committee strongly supports the need to renovate/preserve the Town Hall, the Old Library and the Hildreth House (in that order) and urges the Town to take action on either Article 17 or Article 18 or amended versions of one or the other. We cannot afford to defer required maintenance another year.*

Also, consistent with the practice followed in all of the recent large building projects including the Public Safety Building, the Library and The Bromfield School, regardless of which article passes, we recommend that the funding source be excluded debt requiring a ballot question. The proposed renovations and expansions outlined in the MBC proposals will approach \$9 million so the decision about what buildings to renovate and to what extent to expand them should be put to the entire town for a vote before any designs are generated. Please refer to the end of this Warrant for the text of Ballot Question #1 on the Town Election of April 5, 2011.

ARTICLE 19: DEPARTMENT OF PUBLIC WORKS – HIGHWAY GARAGE FLOOR

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 DPW Superintendent, with the approval of the Board of Selectmen, to repair the damaged DPW floor and install an epoxy sealer, 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 Capital Planning and Investment Committee)

FINANCE COMMITTEE RECOMMENDS – *the sum of \$40,000 be appropriated from the Capital Stabilization and Investment Fund. This project will install an epoxy floor coating to the garage floor to mitigate the deterioration from salt and road contaminants. A similar floor application was installed at the Center Fire Station several years ago.*

ARTICLE 20: FIRE DEPARTMENT – PURCHASE NEW FORESTRY FIREFIGHTING 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 forest fire fighting truck that will replace the current 1986 forest fire fighting truck, with any unexpended funds as of June 30, 2013 being returned to their funding source, or pass any vote or votes in relation thereto.

(Inserted by Capital Planning and Investment Committee)

FINANCE COMMITTEE RECOMMENDS – *the sum of \$145,000 be raised through the issuance of non-excluded debt and the related debt service payments be appropriated from the Capital Stabilization and Investment Fund. This acquisition will replace a 1986 truck that is beyond repair due to cost and availability of replacement parts.*

ARTICLE 21: WATER DEPARTMENT – INSTALL FENCE AT WATER TANK

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 install a security fence around the Bolton Road Water Tank, 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 Capital Planning and Investment Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$15,000 be appropriated from the Capital Stabilization and Investment Fund. This project will install a security fence around the Town water storage tank located on Bolton Road to comply with a mandate by the Massachusetts Department of Environmental Protection.

ARTICLE 22: WATER DEPARTMENT - UPGRADES TO WATER SYSTEM

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 Director of Public Works and Water Commissioners, with the approval of the Board of Selectmen, to do various upgrades to the water system as per the plan submitted to the Capital Planning and Investment Committee, with unexpended funds as of June 30, 2013 being returned to their funding source, or pass any vote or votes in relation thereto.

(Inserted by Capital Planning and Investment Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$340,000 be raised through the issuance of non-excluded debt and the related debt service payments be appropriated from the Capital Stabilization and Investment Fund. This project is part of the long-term plan to replace the old undersized water lines in the Town Center. The project was originally scheduled to be completed over the next five years but the construction work has been accelerated to Fiscal Year 2012 to coincide with the Town Center sewer project and thereby realize significant cost savings.

ARTICLE 23: MUNICIPAL BUILDINGS SEWER CONNECTIONS

To see if the Town will vote to raise and appropriate, borrow or transfer from available funds a sum of money to connect municipal buildings to the sewer system, with unexpended funds as of June 30, 2013 being returned to their funding source, or pass any vote or votes in relation thereto.

(Inserted by Capital Planning and Investment Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$125,000 be raised through the issuance of non-excluded debt. This project will connect five Town buildings; Town Hall, Center Fire Station, Hildreth House, Old Library and the Old Ambulance Building to the Town Center sewer system.

ARTICLE 24: RECONSTRUCT AND REPAIR LITTLETON COUNTY ROAD (Cleaves Hill to Old Schoolhouse)

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 Director of Public Works, with the approval of the Board of Selectmen, to reconstruct and repair Littleton County Road from Cleaves Hill Road to Old Schoolhouse Road, 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 Capital Planning and Investment Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$250,000 be appropriated from the Capital Stabilization and Investment Fund. This project involves the reconstruction of Littleton County Road from Cleaves Hill Road to Old Schoolhouse Road in accordance with the Department of Public Works 5 year roadway capital plan.

ARTICLE 25: POLICE RADIO SYSTEM UPGRADE

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 Chief of Police, with the approval of the Board of Selectmen, to upgrade the Police radio system, 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 Capital Planning and Investment Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$15,000 be appropriated from the Capital Stabilization and Investment Fund. This project is mandated by new requirements of the Federal Communications Commission effective December 31, 2012 for narrowband radio frequencies. The current wideband equipment cannot be upgraded to support the narrowband level.

ARTICLE 26: TOWN HALL ENERGY STUDY

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 Harvard Energy Advisory Committee, with the approval of the Board of Selectmen, to be used in conjunction with grant funds provided by the Massachusetts Department of Energy Resources for the purpose of conducting a deep energy retrofit study 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 or Capital Planning and Investment Committee)

FINANCE COMMITTEE RECOMMENDS - the sum of \$8,300 be raised and appropriated to conduct a deep energy retrofit study of Town Hall. An additional sum of \$4,200 shall be funded by the Green Communities Grants for a total project cost of \$12,500. This study is not redundant to the work proposed by the Municipal Buildings Committee

ARTICLE 27: WEST NILE VIRUS AND EEE PREVENTION

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 Board of Health for the purpose of obtaining biological control measures (mosquito larvacide) as part of an initial step in the mitigation of the proliferation of disease carrying mosquitoes which measures will include the placement of biological larvacide in the town's storm water catch basins and/or other stagnant water locations by a licensed applicator in accordance with State regulations and safe handling practices, 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 Health)

FINANCE COMMITTEE RECOMMENDS – to raise and appropriate a sum not to exceed \$5,000 for environmentally conscious Mosquito control measures.

ARTICLE 28: CONSERVATION FUND FUNDING

To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money not to exceed \$100,000 to be placed in the Conservation Fund, or pass any vote or votes in relation thereto.

(Submitted by Citizen Petition)

FINANCE COMMITTEE DOES NOT RECOMMEND – the Town raise and appropriate or transfer from available funds \$100,000 to be placed in the Conservation Fund. As of Dec 31, 2010, the available balance in CPA Funds is \$765,039 which can be used to purchase new properties and maintain existing properties that have been purchased with CPA funds. There is an additional \$179,604 in the Conservation Fund which can be used to purchase new properties and maintain existing properties not purchased by CPA funds. The Town has 2,000 acres in conservation and if additional properties become available for purchase requiring more funds than currently available, there are mechanisms in place to request funds through the Capital Committee.

ARTICLE 29: UPDATE OF MASTER PLAN

To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money for the update of the 2002 Master Plan, with unexpended funds as of June 30, 2013, being returned to their funding source, or pass any vote or votes in relation thereto.

(Inserted by the Planning Board)

FINANCE COMMITTEE DEFERS – making a recommendation on this article as it does not have enough information, prior to the printing of the Finance Committee Book, to make an informed recommendation. The Committee will be in a position to make a recommendation to Town Meeting on April 2, 2011.

ARTICLE 30: HOME RULE LEGISLATION - JOIN THE DEVENS ECONOMIC TARGET AREA

To see if the Town will vote to authorize the Board of Selectmen to petition the General Court of the Commonwealth to enact a special act further amending Section 18 of Chapter 498 of the Acts of 1993 by adding the Town of Harvard to the areas designated in said Section 18 as Commonwealth Economic Target and Opportunity Areas so that certain development projects within the Town of Harvard shall be eligible for tax deductions, credits and abatements and other economic incentives provided for in Chapter 19 of the Acts of 1993, or pass any vote or votes in relation thereto.

(Inserted by Economic Development Committee)

FINANCE COMMITTEE COMMENT – By adding Harvard to the above legislation, any development projects in the Town will become eligible for certain incentives. This includes the ability to make local decisions on tax incentives (with Town Meeting approval). The Town would also receive priority access to certain State funds. Currently, the towns of Ayer and Shirley are included, as well as Mass Development. There appears to be no downside to joining this group.

ARTICLE 31: HOME RULE LEGISLATION – ADOPT MGL CHAPTER 138 S.14 RE: ONE-DAY LIQUOR LICENSES

To see if the Town will vote to authorize the Board of Selectmen to petition the General Court of the Commonwealth to enact a special act authorizing the Board of Selectmen of the Town of Harvard to issue one-day liquor licenses for the sale of alcoholic beverages in accordance with Massachusetts General Laws Chapter 138, Section 14, or take any vote or votes in relation thereto.

(Inserted by the Board of Selectmen)

FINANCE COMMITTEE RECOMMENDS – the passage of Article 31 as this will add to our Local Receipts while supporting the ability for the Townspeople through church and other civic groups to offer one day events serving alcoholic beverages with an effective level of oversight from our public safety officials.

ARTICLE 32: HOME RULE LEGISLATION – PROPERTY TAX RELIEF FOR SENIOR CITIZENS

To see if the Town will vote to authorize the Board of Selectmen to petition the General Court of the Commonwealth to enact a special act providing a tax exemption for certain qualifying senior citizens owning real estate in the Town of Harvard substantially the same as follows, or take any vote or votes in relation thereto:

Chapter __. An Act Providing a Tax Exemption for Certain Qualifying Senior Citizens Owning Real Estate in the Town of Harvard.

SECTION 1. With respect to each qualifying parcel of real property classified as class one, residential in the town of Harvard, and as established more specifically by the Board of Selectmen in said town annually under

section 2, there shall be a cap on property taxes equal to 10 per cent of the total annual household income, except that in no event shall property taxes be reduced by more than 50 per cent of the tax due, including all tax abatements and exemptions, but excluding state circuit breakers. The exemption shall be applied only to the principal residence of a taxpayer as used by the taxpayer for income tax purposes.

SECTION 2. Real property shall qualify for the exemption set forth in section 1 if all the following criteria are met:

- (a) the qualifying real estate is owned and occupied by a person or family where the total annual household income shall not exceed the following ranges: single applicant \$33,000 to \$49,499; married applicant filing jointly \$49,500 to \$74,250;
- (b) the qualifying real estate is owned and occupied by at least 1 person having reached age 65 or 70 at the close of the previous tax year, as established annually by the Board of Selectmen for such tax year;
- (c) the qualifying real estate is owned and occupied by the applicant at least 6 months plus 1 day each year;
- (d) the applicant has resided in the town of Harvard for at least 10 consecutive years before filing an application for the exemption; and
- (e) the maximum assessed value of the applicant's primary residence is no greater than the median assessed value of a single family residence in the town of Harvard plus 10 per cent, as measured for the tax year immediately previous to the tax year for which the application for exemption is filed.

SECTION 3. The exemption provided for in this act shall be in addition to any other exemption allowable under the General Laws, except that there shall be a dollar cap of \$175,000 for all tax abatements, excluding circuit breakers. After the first year of enactment, the total cap of all real estate abatements, excluding circuit breakers, may be set annually by the board of selectmen within a range of \$175,000 to \$350,000.

SECTION 4. A person who seeks to qualify for this exemption shall file with the Board of Assessors an application for abatement on a form to be adopted by the Board of Selectmen and available at the assessor's office with the supporting documentation as described in the application. The application shall be filed by January 31 each year for which the applicant seeks the exemption for the fiscal year commencing the following July 1.

SECTION 5. For the purposes of this act, "parcel" shall be a unit of real property as defined by the assessors in accordance with the deed for the property and shall include a condominium unit.

SECTION 6. For purposes of the exemption, "total annual household income" shall be the sum of the applicant's "total taxable 5.3 per cent income" on Massachusetts Form 1 and those same incomes for other income-producing members of the household. The income shall be increased by amounts that may have been excluded or subtracted from calculation, such as income from social security benefits, cash public assistance, tax-exempt interest and dividends, capital gains, income from a partnership or trust, returns on capital reported on schedule C and excluded income from any other source.

SECTION 7. Acceptance of this act by the Town of Harvard shall be by an affirmative vote of a majority of the voters at any regular or special election at which the question of acceptance was placed on the ballot and, if necessary, by approval of the appropriate override. This act shall become effective on the thirtieth day following the affirmative vote.

SECTION 8. The acceptance of this act may be revoked by an affirmative vote of a majority of the voters at any regular or special town election at which the question of revocation has been placed on the ballot by a two-thirds vote of then sitting members of the board of selectmen. Revocation of this act shall become effective on the thirtieth day following that affirmative vote.

SECTION 9. After 1 year of implementation, the Board of Selectmen of the Town of Harvard, after a public hearing, may vote to suspend implementation of this act for any year. Acceptance of this act by the Town of Harvard shall automatically expire after 3 years of implementation unless reaffirmed by the affirmative vote of a majority of the voters at a town meeting and no further action of the general court shall be necessary. (Submitted by the Board of Selectmen)

FINANCE COMMITTEE DEFERS – making a recommendation on this article as it does not have enough information, prior to the printing of the Finance Committee Book, to make an informed recommendation. The Committee will be in a position to make a recommendation to Town Meeting on April 2, 2011.

ARTICLE 33: HOME RULE LEGISLATION - WATER COMMISSIONERS ELECTED TO APPOINTED

To see if the Town will vote to authorize the Board of Selectmen to petition the General Court of the Commonwealth to enact a special act to change of the mode of selection of the Water Commissioners from election by ballot to appointment by the Board of Selectmen. (Inserted by the Board of Selectmen)

ARTICLE 34: DISSOLVE HARVARD HOUSING AUTHORITY

To see if the Town will vote pursuant to Massachusetts General Laws Chapter 121B, Section 3 to dissolve the Harvard Housing Authority, or pass any vote or votes in relation thereto. (Submitted by Board of Selectmen)

ARTICLE 35: CHANGE COMPOSITION OF COMMUNITY PRESERVATION COMMITTEE

To see if the Town will vote to amend Chapter 18 of the Code of the Town of Harvard by making the following revisions thereto relative to the composition of the Community Preservation Committee:

[Key to revisions: underlining = additions; ~~striketrough~~ = deletions]

§ 18-1. Committee established; duties; appointment of members.

A Community Preservation Committee is hereby established pursuant to MGL Chapter 44B, said Committee to have the responsibilities and duties as outlined in MGL Chapter 44B, Section 5, which shall consist of nine voting members to be appointed by the Board of Selectmen as follows:

- A. One member of the Conservation Commission as designated by the Commission for a term of one year;
- B. One member of the Planning Board as designated by the Board for a term of one year;
- C. One member of the Historical Commission as designated by the Commission for a term of one year;
- D. One member of the Park and Recreation Commission as designated by the Commission for a term of one year;
- E. One member of the Board of Trustees of the Town of Harvard Municipal Affordable Housing Trust Fund Housing Authority as designated by the Board of Trustees Authority for a term of one year;
- F. Four members to be appointed by the Board of Selectmen for a term of one year and thereafter be elected as follows: one member to be elected for a term of one year and thereafter for a term of three years, one member to be elected for a term of two years and thereafter for a term of three years, and two members to be elected for a term of three years.

Or pass any vote or votes in relation thereto.

(Submitted by Board of Selectmen)

ARTICLE 36: 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 2012 Community Preservation Budget, or pass any vote or votes in relation thereto.

(Inserted by Community Preservation Committee)

ARTICLE 37: PRESERVATION OF HISTORIC TOWN DOCUMENTS

To see if the Town will vote to appropriate and transfer from Fiscal Year 2012 Community Preservation Revenues the sum of \$25,982 and from Community Preservation Fund Historic Reserves the sum of \$1,018 (for a total of \$27,000) to be expended by the Town Clerk, for restoration and preservation of historic town documents, 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 Town Clerk and Community Preservation Committee)

ARTICLE 38: HARVARD MUNICIPAL AFFORDABLE HOUSING TRUST FUND

To see if the Town will vote to appropriate and transfer from Fiscal Year 2012 Community Preservation Revenues the sum of \$25,000 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 39: BARE HILL POND – STORMWATER POLLUTION CONTROL

To see if the Town will vote to appropriate and transfer from Fiscal Year 2012 Community Preservation Fund Revenues the sum of \$73,750 to be expended by the Bare Hill Pond Watershed Management Committee for Bare Hill Pond Stormwater Pollution Control, with unexpended funds as of June 30, 2013 being returned to their funding source, or pass any vote or votes in relation thereto.

(Inserted by Bare Hill Pond Watershed Management Committee and Community Preservation Committee)

ARTICLE 40: COMMUNITY PRESERVATION COMMITTEE – ADMINISTRATIVE EXPENSES

To see if the Town will vote to appropriate and transfer from Community Preservation Fund Unallocated Reserves the sum of \$2,500 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, 2012 being returned to their funding source, or pass any vote or votes in relation thereto.

(Inserted by Community Preservation Committee)

ARTICLE 41: AMENDMENT PROTECTIVE BYLAW ZONING MAP SECTION

To see if the Town will vote to amend Chapter 125, the Protective Bylaw, of the Code of the Town of Harvard by changing the title of §125-42 from , “§125-42 Types of districts; interpretation.” to “§125-42 Zoning Map; types of districts; interpretation.” and by changing the designation of the Zoning Map entitled “Harvard, MA: Zoning & Zoning Overlay Districts” and appended to the Protective Bylaw from “125 Attachment 1” to “§125-42 Attachment 1”, or take any action in relation thereto.

(Inserted by Planning Board)

ARTICLE 42: AMEND THE PROTECTIVE BYLAW – FLOODPLAIN DISTRICT

To see if the Town will vote to amend Chapter 125, the Protective Bylaw, of the Code of the Town of Harvard by adding thereto the following new section:

§125-54 FLOODPLAIN DISTRICTS

The purposes of the Floodplain District are to:

- 1) Ensure public safety through reducing the threats to life and personal injury;
- 2) Eliminate new hazards to emergency response officials;
- 3) Prevent the occurrence of public emergencies resulting from water quality, contamination, and pollution due to flooding;
- 4) Avoid the loss of utility services which if damaged by flooding would disrupt or shut down the utility network and impact regions of the community beyond the site of flooding;
- 5) Eliminate costs associated with the response and cleanup of flooding conditions;
- 6) Reduce damage to public and private property resulting from flooding waters.

A. FLOODPLAIN DISTRICT BOUNDARIES AND BASE FLOOD ELEVATION DATA

The Floodplain District is herein established as an overlay district. The District includes all special flood hazard areas within the Town of Harvard designated as Zone A, AE, AH, AO, A99, V, or VE on the Worcester County Flood Insurance Rate Map (FIRM) issued by the Federal Emergency Management Agency (FEMA) for the administration of the National Flood Insurance Program. The map panels of the Worcester County FIRM that are wholly or partially within the Town of Harvard are panel numbers 25027C0292E, 25027C0294E, 25027C0311E, 25027C0312E, 25027C0313E, 25027C0314E, 25027C0316E, 25027C0318E, 25027C0457E, 25027C0476E, 25027C0477E, 25027C0478E, 25027C0479E, 25027C0481E and 25027C0483E dated July 4, 2011. The exact boundaries of the District may be defined by the 100-year base flood elevations shown on the FIRM and further defined by the Worcester County Flood Insurance Study (FIS) report dated July 4, 2011. The FIRM and FIS report are incorporated herein by reference and are on file with the Town Clerk, Planning Board, Building Commissioner, Conservation Commission and Department of Public Works.

B. BASE FLOOD ELEVATION AND FLOODWAY DATA

- (1) **Floodway Data.** In Zones A, A1-30, and AE, along watercourses that have not had a regulatory floodway designated, the best available Federal, State, local, or other floodway data shall be used to prohibit encroachments in floodways which would result in any increase in flood levels within the community during the occurrence of the base flood discharge.
- (2) **Base Flood Elevation Data.** Base flood elevation data is required for subdivision proposals or other developments greater than 50 lots or 5 acres, whichever is the lesser, within unnumbered A zones.

C. USE REGULATIONS

(1) REFERENCE TO EXISTING REGULATIONS

The Floodplain District is established as an overlay district to all other districts. All development in the district, including structural and non-structural activities, whether permitted by right or by special permit must be in compliance with Chapter 131, Section 40 of the Massachusetts General Laws and with the following:

- Section of the Massachusetts State Building Code which addresses floodplain and coastal high hazard areas (currently 780 CMR 120.G, "Flood Resistant Construction and Construction in Coastal Dunes");
- Wetlands Protection Regulations, Department of Environmental Protection (DEP) (currently 310 CMR 10.00);
- Inland Wetlands Restriction, DEP (currently 310 CMR 13.00);
- Minimum Requirements for the Subsurface Disposal of Sanitary Sewage, DEP (currently 310 CMR 15, Title 5);

Any variances from the provisions and requirements of the above referenced state regulations may only be granted in accordance with the required variance procedures of these state regulations.

(2) OTHER USE REGULATIONS

- (a) Within Zones AH and AO on the FIRM, adequate drainage paths must be provided around structures on slopes, to guide floodwaters around and away from proposed structures.
- (b) In Zones A1-30 and AE, along watercourses that have a regulatory floodway designated on the Worcester County FIRM or Flood Boundary & Floodway Map encroachments are prohibited in the regulatory floodway which would result in any increase in flood levels within the community during the occurrence of the base flood discharge.
- (c) All subdivision proposals must be designed to assure that:
 - (1) such proposals minimize flood damage;
 - (2) all public utilities and facilities are located and constructed to minimize or eliminate flood damage; and
 - (3) adequate drainage is provided to reduce exposure to flood hazards.
- (d) Existing contour intervals of site and elevations of existing structures must be included on plan proposal.
- (e) There shall be established a "routing procedure" which will circulate or transmit one copy of the development plan to the Conservation Commission, Planning Board, Board of Health, Building Commissioner and Department of Public Works for comments which will be considered by the appropriate permitting board prior to issuing applicable permits.

D. PERMITTED USES

The following uses of low flood damage potential and causing no obstructions to flood flows are encouraged provided they are permitted in the underlying district and they do not require structures, fill, or storage of materials or equipment:

- (1) Agricultural uses such as farming, grazing, truck farming, horticulture, etc.
- (2) Forestry and nursery uses.
- (3) Outdoor recreational uses, including fishing, boating, play areas, etc.
- (4) Conservation of water, plants, wildlife.
- (5) Wildlife management areas, foot, bicycle, and/or horse paths.
- (6) Temporary non-residential structures used in connection with fishing, growing, harvesting, storage, or sale of crops raised on the premises.
- (7) Buildings lawfully existing prior to the adoption of these provisions.

E. DEFINITIONS

AREA OF SPECIAL FLOOD HAZARD is the land in the floodplain within a community subject to a one percent or greater chance of flooding in any given year. The area may be designated as Zone A, AO, AH, A1-30, AE, A99, V1-30, VE, or V.

BASE FLOOD means the flood having a one percent chance of being equaled or exceeded in any given year.

COASTAL HIGH HAZARD AREA means an area of special flood hazard extending from offshore to the inland limit of a primary frontal dune along an open coast and any other area subject to high velocity wave action from storms or seismic sources. The area is designated on a FIRM as Zone V, V1-30, VE.

DEVELOPMENT means any manmade change to improved or unimproved real estate, including but not limited to building or other structures, mining, dredging, filling, grading, paving, excavation or drilling operations.

DISTRICT means floodplain district.

FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA) administers the National Flood Insurance Program. FEMA provides a nationwide flood hazard area mapping study program for communities as well as regulatory standards for development in the flood hazard areas.

FLOOD BOUNDARY AND FLOODWAY MAP means an official map of a community issued by FEMA that depicts, based on detailed analyses, the boundaries of the 100-year and 500 year floods and the 100-year floodway. (For maps done in 1987 and later, the floodway designation is included on the FIRM.)

FLOOD HAZARD BOUNDARY MAP (FHBM) means an official map of a community issued by FEMA where the boundaries of the flood and related erosion areas having special hazards have been designated as Zone A or E.

FLOOD INSURANCE RATE MAP (FIRM) means an official map of a community on which FEMA has delineated both the areas of special flood hazard and the risk premium zones applicable to the community.

FLOOD INSURANCE STUDY means an examination, evaluation, and determination of flood hazards, and, if appropriate, corresponding water surface elevations, or an examination, evaluation and determination of flood-related erosion hazards.

FLOODWAY means the channel of a river or other watercourse and the adjacent land areas that must be reserved in order to discharge the base flood without cumulatively increasing the water surface elevation.

LOWEST FLOOR means the lowest floor of the lowest enclosed area (including basement or cellar). An unfinished or flood resistant enclosure, usable solely for parking of vehicles, building access or storage in an

area other than a basement area is not considered a building's lowest floor, PROVIDED that such enclosure is not built so as to render the structure in violation of the applicable non-elevation design requirements of NFIP Regulations 60.3.

MANUFACTURED HOME means a structure, transportable in one or more sections, which is built on a permanent chassis and is designed for use with or without a permanent foundation when connected to the required utilities. For floodplain management purposes the term "manufactured home" also includes park trailers, travel trailers, and other similar vehicles placed on a site for greater than 180 consecutive days. For insurance purposes, the term "manufactured home" does not include park trailers, travel trailers, and other similar vehicles.

MANUFACTURED HOME PARK OR SUBDIVISION means a parcel (or contiguous parcels) of land divided into two or more manufactured home lots for rent or sale.

NEW CONSTRUCTION means, for floodplain management purposes, structures for which the "start of construction" commenced on or after the effective date of a floodplain management regulation adopted by a community. For the purpose of determining insurance rates, NEW CONSTRUCTION means structures for which the "start of construction" commenced on or after the effective date of an initial FIRM or after December 31, 1974, whichever is later.

ONE-HUNDRED-YEAR FLOOD - see BASE FLOOD.

REGULATORY FLOODWAY - see FLOODWAY

SPECIAL FLOOD HAZARD AREA means an area having special flood and/or flood-related erosion hazards, and shown on an FHBM or FIRM as Zone A, AO, A1-30, AE, A99, AH, V, V1-30, VE.

STRUCTURE means, for floodplain management purposes, a walled and roofed building, including a gas or liquid storage tank, that is principally above ground, as well as a manufactured home. STRUCTURE, for insurance coverage purposes, means a walled and roofed building, other than a gas or liquid storage tank, that is principally above ground and affixed to a permanent site, as well as a manufactured home on foundation. For the latter purpose, the term includes a building while in the course of construction, alteration, or repair, but does not include building materials or supplies intended for use in such construction, alteration, or repair, unless such materials or supplies are within an enclosed building on the premises.

SUBSTANTIAL DAMAGE means damage of any origin sustained by a structure whereby the cost of restoring the structure to its before-damaged condition would equal or exceed 50 percent of the market value of the structure before the damage occurred.

SUBSTANTIAL IMPROVEMENT means any repair, reconstruction, or improvement of a structure, the cost of which equals or exceeds 50 percent of the market value of the structure either (a) before the improvement or repair is started, or (b) if the structure has been damaged and is being restored, before the damage occurred. For the purposes of this definition, "substantial improvement" is considered to occur when the first alteration of any wall, ceiling, floor, or other structural part of the building commences, whether or not that alteration affects the external dimensions of the structure.

ZONE A means the 100-year floodplain area where the base flood elevation (BFE) has not been determined. To determine the BFE, use the best available federal, state, local, or other data.

ZONE A1-30 and **ZONE AE** (for new and revised maps) means the 100-year floodplain where the base flood elevation has been determined.

ZONE AH and **ZONE AO** means the 100-year floodplain with flood depths of 1 to 3 feet, where a clearly defined channel does not exist, where the path of flooding is unpredictable, and where velocity flow may be evident. Such flooding is characterized by ponding or sheet flow.

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ZONE A99 means areas to be protected from the 100-year flood by federal flood protection system under construction. Base flood elevations have not been determined.

ZONES B, C, AND X are areas identified in the community Flood Insurance Study as areas of moderate or minimal flood hazard. Zone X replaces Zones B and C on new and revised maps.

ZONE V means a special flood hazard area along a coast subject to inundation by the 100-year flood with the additional hazards associated with storm waves. Base flood elevations have not been determined.

ZONE V1-30 and **ZONE VE** (for new and revised maps) means a special flood hazard area along a coast subject to inundation by the 100-year flood with additional hazards due to velocity (wave action). Base flood elevations have been determined.

(Inserted by the Planning Board)

ARTICLE 43: REVOLVING FUNDS

To see if the Town will vote to

- 1) continue the Revolving Fund 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 \$35,000 in Fiscal Year 2012, and
- 2) continue the Revolving Fund 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 2012, and
- 3) continue the Revolving Fund 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 \$100,000 in Fiscal Year 2012, and
- 4) continue the Revolving Fund Account, as allowed by Massachusetts General Laws Chapter 44, Section 53E ½, to be used to fund the costs associated with the reutilization of the old Library with the revenue or expenditures of this account not to exceed \$20,000 in Fiscal Year 2012,

or pass any vote or votes in relation thereto.

(Inserted by Board of Selectmen)

FINANCE COMMITTEE RECOMMENDS – re-authorizing these revolving funds.

ARTICLE 44: 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)

FINANCE COMMITTEE COMMENT – We encourage residents to consider a tax-deductible donation of land to the Town. The Town gives thanks to those who have made such a donation.

ARTICLE 45: 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 2012 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 5th day of April, 2011, 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, two positions for three years; Constable, one position for three years; Harvard Board of Health Member, one position for three years; Housing Authority, one position for five years; Library Trustee, two positions for three years; Park and Recreation Commissioner, two positions for three years; Planning Board, two positions for three years; Planning Board, one position for two years; School Committee Member, two positions for three years; Tree Warden, one position for one year; Warner Free Lecture Society Trustee, two positions for three years; Water Commissioner, one position for three years; Water Commissioner, one position for two years

QUESTION #1 – Proposition 2 ½ Debt Exclusion

Shall the Town of Harvard be allowed to exempt from the provisions of proposition two and one half, so called, the amounts required to pay for the bond issued in order to fund the development of schematic design plans for the construction, reconstruction, renovation and expansion of town-owned buildings?

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 1st day of March, Two Thousand and Eleven.

Harvard Board of Selectmen:

- Peter E. Warren, Chairman
- Timothy A. Clark
- William N. Johnson
- Ronald V. Ricci
- Marie C. Sobalvarro

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.

Notes

Annual Town Meeting-Saturday, April 2, 2011 - Annual Town Election-Tuesday, April 5, 2011

HOW TO PARTICIPATE IN THE WORK OF OUR TOWN

At the beginning of every new town 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

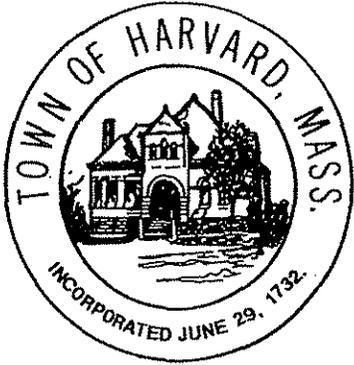
<u>Yr. Appt.</u>	<u>Committee</u>	<u>Yr. Exp'd</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

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) _____



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

RURAL PATRON OR BOXHOLDER

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