

TOWN OF HARVARD

MASSACHUSETTS



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



*Saturday, April 28, 2012 – 9:00 A.M.
The Bromfield School Gymnasium*

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Front Cover Photograph by -- Heidi Frank

FINANCE COMMITTEE ADDRESS

The purpose of Town government is to provide services to Town residents. The job of the Finance Committee is to ensure that the Town government provides the services that the Town wants in a cost-effective and fiscally responsible manner, for the near term and long term.

More breathing room in FY13

Last year, during the budgeting process for FY12, funds for the Town budget were tight—State aid was still low, new growth was weak, local receipts were also weak, and there were increases to insurance costs that would have to be borne by the Town. Because funds were tight, we asked each department to submit a level-cost budget. In effect, each department was expected to cut back services if necessary in order to absorb any cost increases driven by external factors such as rising health insurance costs. We felt that this was the most straightforward and transparent way to balance the FY12 budget without asking the Town for an operating override.

The financial picture is somewhat better this year. Smaller-than-expected increases in insurance costs and a projected increase in local receipts (which had been falling in previous years owing to the recession) gave us a little breathing room. This allowed us to approach the budget process differently than last year. We felt that, at least as a starting point, the FY13 budgets could be based on “level services” rather than level costs. We also asked departments for a list of additional priorities that, should there be extra funds left over after level-service budgets were rolled up, should be funded.

This created a more complicated budget process than last year, but it gave the Finance Committee very helpful insight into the unmet needs of many of the departments and boards. It also gave us the first step in helping to meet these needs over time.

Some of the breathing room in FY13 was created by one-time events, such as the slowdown of the rising cost of health insurance (insurance costs are expected to continue to rise going forward). Thus, to arrive at the bottom line, we considered very carefully the implications of adding budget items, such as new employees, that increase our going-forward costs; there were several proposals for new positions that we did not recommend. We wanted to focus the FY13 windfall on one-time expenditures that are high priority for the town, such as catching up on the many maintenance and capital items that the Town has put off during the leaner years.

Five-year planning continues

Last year, the Finance Committee initiated the process of 5-year planning. This year, we took a few more steps to make that process more useful. We provided more detailed guidelines for the departments to follow, so that we can use the individual budgets as a “bottom-up” basis for forecasting, replacing the assumptions-based forecasting of previous years. Thus, the 5-year forecast for the Omnibus Budget (shown in the Financial Projections section of this report) is based on this “bottom-up” approach, explained in more detail later in this report.

Looking out five years helps us to evaluate the impact of the Town’s municipal building projects—namely the repair and renovation of Town Hall and the Hildreth

House. It would be prudent to manage the timing of these two projects so that the impact on taxpayers is less burdensome.

As we mentioned last year, we feel the Town could benefit from considering increasing the Community Preservation Act levy to its maximum of 3.0% (from the current 1.1% level); this would make the Town eligible for more state funding, if available. This would be very timely, as a large portion of this funding could be used for the renovation and repair of Town Hall, and afterward, the Hildreth House.

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

Marie Fagan, Chairman	Bob Thurston, Vice-Chairman
Laura Vilain, Secretary (Alt.)	Steve Colwell
Heidi Frank	Alan Frazer (Alt.)
George McKenna	Rudy Minar
Alice Von Loesecke	

FY13 SCHEDULE OF CHANGES IN REVENUE AND EXPENDITURES

	Budget FY12 <u>(000's)</u>	Proposed FY13 <u>(000's)</u>	\$ Change <u>(000's)</u>	% <u>Change</u>
REVENUE *				
Prior Year Levy Limit	\$ 15,624	\$ 16,072	448	2.9%
2 1/2 % Allowed Increase	391	402	11	2.9%
New Growth	100	60	(40)	-40.0%
Override	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
Total Permanent Tax Base	16,115	16,534	419	2.6%
 State Aid, net of offsets	 2,947	 2,915	 (32)	 -1.1%
Local Receipts	1,389	1,400	11	0.8%
Stabilization Fund	448	438	(10)	-2.2%
All Other, net	<u>11</u>	<u>111</u>	<u>100</u>	<u>909.1%</u>
Est. Recpts & Other Rev.	<u>4,795</u>	<u>4,864</u>	<u>69</u>	<u>1.4%</u>
Total Available Revenue	20,910	21,398	488	2.3%
 EXPENDITURES *				
Omnibus Budget - Selectmen	3,825	3,948	123	3.2%
Omnibus Budget - Elected Boards	777	791	14	1.8%
Omnibus Budget - Local Schools	11,354	11,485	131	1.2%
Omnibus Budget - Benefits/Insurance	<u>3,375</u>	<u>3,477</u>	<u>102</u>	<u>3.0%</u>
 Subtotal: Omnibus Budget	 19,331	 19,701	 370	 1.9%
 All Other Expenses	 90	 91	 1	 1.1%
State Cherry Sheet Charges	661	533	(128)	-19.4%
Capital Warrant Articles	445	438	(7)	-1.6%
Other Warrant Articles	33	284	251	760.6%
Reserve Fund	<u>350</u>	<u>350</u>	<u>0</u>	<u>0.0%</u>
Total Expenses	20,910	21,397	487	2.3%
 Surplus/Deficit	 \$ 0	 \$ 0		

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

STATE OF OUR TOWN

The State of the Town of Harvard approaching FY13 can be described as “cautiously optimistic.” It is important to give equal weight to both words; while we have reason to be *optimistic*, the tepid national economy, expenses arising out of deferred Town infrastructure maintenance and potentially significant new capital initiatives now being contemplated by the Town, mandate we remain very *cautious* moving forward as the prospect of ongoing structural deficits, FY13 notwithstanding, remains high.

Unlike FY12, when budgets were constrained to costs level with FY11, this year we leveraged one-time lower than expected Town employee health insurance costs and issued budget guidelines that not only will maintain services at FY12 levels, but also allow us to restore some prior year cuts; address critical public safety maintenance and certification issues; and to recommend a number of warrant articles.

In spite of these difficult economic times, the Town’s Standard and Poor’s credit ratings have improved over the past few years. This is in large part due to the proactive decisions the Town has made in response to the Sec. 9C cuts in FY09 and the implementation of improved budgeting processes which are now bearing fruit. Mid-year municipal funding cuts mandated by the State occur infrequently; the last one prior to FY09 was in FY01. Whereas many towns raided their reserves, resulting in downgrades to their credit ratings, Harvard tackled the challenges proactively; quickly controlling costs, minimizing disruption to services and strengthening reserves. Per the Town Audit Report, Harvard “*appears to be vigilantly monitoring the budget process and conservatively forecasting revenues. This has assured that annual budgets remain structurally sound and reserve ratios remain intact. As a result of this trend, the Town was rewarded with an increase in its credit rating to AA+.*” Consequently, our borrowing rate for projected capital projects will be favorable.

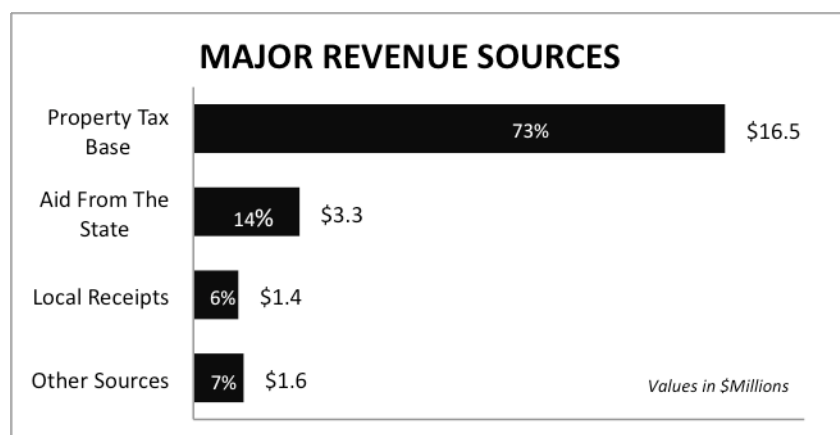
THE BUDGET

The Town is legally obligated to balance its budget on a yearly basis. For FY13 we offer a balanced budget, without a structural deficit, thus avoiding the need for an operating override. Following are the major components of revenue and expenses for the proposed FY13 budget:

Revenues

Total available revenues and other sources are projected to increase 2.4% to \$22.8 million in FY13.

- Harvard is highly dependent on property taxes for its revenue. As aid from the State continues to decline, our reliance on the tax base increases. In FY13, the Tax Base is 73% of total revenue. Add Local Receipts at 6% of Revenue and we have 79% reliance on residential taxpayers supporting our budget.



- Under Proposition 2 ½, adopted in 1980, property tax revenues in Massachusetts are limited to 2.5% of the Town’s assessed value. In FY13, property tax revenue, including forecasted growth of

\$60,000, will increase 2.8% to \$16.5 million, in line with last year's growth. The rate of growth has declined in line with the economic downturn.

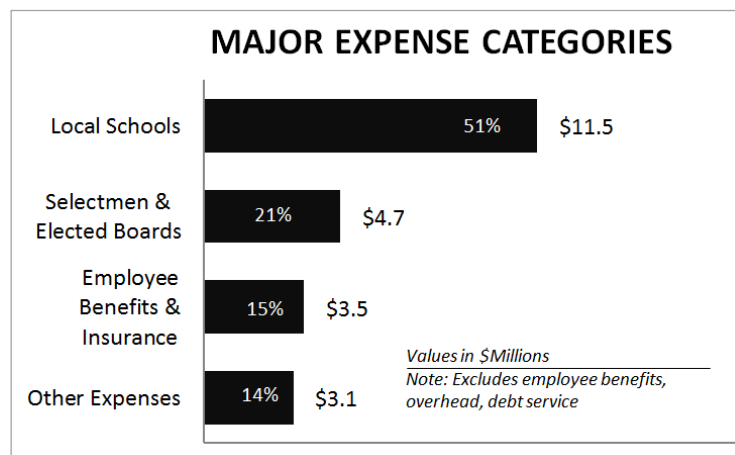
- Local Receipts are projected to increase only 0.4%. This is because Motor Vehicle Excise taxes and Transfer Station fees, which comprise 56% and 18%, respectively, of Local Receipts, will remain relatively flat.
- FINCOM recommends increasing the Community Preservation Act (CPA) property tax surcharge to 3%. This will allow Harvard to take advantage of and receive a larger share of state matching funds for planned restoration/renovation work for certain Town buildings, which will be eligible for CPC funding.

Expenses

Overall expenditures for FY13, excluding debt, are proposed to increase to \$19.7 million. Below we have highlighted some of the significant expense items of the proposed FY13 Omnibus budget and the drivers of these expenses.

Local Schools

- Schools are the single largest expenditure item of the proposed budget, comprising approximately 70% of expenditures when benefits and other general administrative costs are factored in.
- As proposed, Local Schools expenditures will grow to \$11.5M from \$11.4M, an increase of 1.2%. The two largest components of the school budget are the Bromfield School and Special Education Services that comprise 32.4% and 30.3%, respectively, of total school expenditures.
- Bromfield expenditures are proposed to increase 5.0% to \$3.7M. These increases are driven by increases in personnel and expenses. Special Education Services are projected to decrease 7.7% to \$3.5M from \$3.8M. This is primarily due to a \$450,000 reimbursement from the State under the Special Education Circuit Breaker Reimbursement Program. This amount is much larger than the Town has received in the recent past.



Selectmen

- Under the proposed budget, expenditures for the Selectmen's budget would increase to \$3.9M from \$3.8M, an increase of 1%. Public Safety expenditures are the largest outlay in the Selectmen's budget, and Public Safety is proposed to grow 4% in FY12 to \$1.4M.
- Due to the level funding of the operating budgets over the past few budget cycles, the Public Safety departments have not kept up with necessary certifications, or been able to upgrade equipment and gear which is aging, obsolete or which is being used beyond the manufacturer's suggested life-span.

- We recommend increasing the Fire Department Budget 12% to \$224,180 from \$200,575, to cover increased costs of required testing and certification of equipment, and the purchase of protective clothing and turn-out gear for the firefighters.
- We recommend increasing the Police budget 4% to \$885,586 from \$853,890. Despite reductions in personnel costs, we propose to increase the budget to replace aging body armor for officers and costs associated with repairs to the public safety building.
- The proposed FY13 budget includes additional funding for overtime to reduce the number of single officer shifts.
- FINCOM recommends the warrant article proposing the Town contract with an individual or individuals to manage the non-Schools municipal buildings and to provide for minimal expenses for this function.,
- FINCOM proposes a warrant article to set up a maintenance fund to allow the Town to begin to address its backlog of repairs of our public buildings.

CHALLENGES

- Just as the Town can neither rely on nor budget for unexpected yet welcome revenue surprises as experienced this year, we must remain vigilant for unexpected expenses or loss of planned revenues. Current forecasts for the next five years project ongoing structural deficits. Left unchanged, this suggests a high likelihood that taxpayers will be faced with overrides in order for Harvard to balance its budget. Please refer to The Calculator, the Town's Financial Projection Worksheet, further on in this Report for detailed projections.
- For a number of years, deferred maintenance of Town infrastructure has been duly noted and we highlight this issue again this year. We now have a first-pass building inspector's audit (The Galeota Report which is posted on the Town's website) of seven Town buildings that confirms the gravity of the maintenance challenges and also suggests that further certified inspections and repair projects will uncover additional as yet unknown repair requirements. The Town must develop an infrastructure maintenance funding mechanism going forward.
- On the heels of the Town center sewer project already underway, and proposed major capital projects for the Town Hall and Hildreth House, both now in the latter planning stage, have the potential of placing further demand on taxpayers.
- The combination of a backlog of maintenance and the potential of additional, major capital projects heightens the need for citizen engagement. Taxpayers need to be prepared to make informed and difficult decisions. Equally, the Town must maximize sourcing of alternative funding mechanisms; be that Grants, growing the tax base by expanding the commercial district, etc.

HARVARD FIRE DEPARTMENT PROFILE

For whom the alarm tolls....

There are 29 members of the Town of Harvard Volunteer Fire Department, 30 if you count the Fire Chief. Do you know any of them? They could be your neighbor, a friend or perhaps a familiar face you seen around Town that you greet with a wave or smile. I use the label "Volunteer" but technically it is a "Call" department because for each response to an alarm they are paid a monetary stipend. In reality it is a volunteer effort by each individual as the stipend is not worth the risk of injury or life that can happen on any given emergency situation.

Firefighting is an art that requires intensive training along with split second decision making at the scene of the alarm. Coordination of each firefighter's role and progress is key to a successful eradication of the energy that fuels the fire along the path of destruction. Firefighting is governed by national standards promulgated by the *National Firefighting Protection Association* (NFPA). A full time fire department should have no less than 4 firefighters responding to an alarm within 4 minutes from the alert. A call department should have at least 6 firefighters on scene within 14 minutes. Harvard generally meets the national standard. Statistics are maintained by each department and that data is submitted to the *Insurance Services Office* (ISO) which applies that data for rating of your home insurance premium. Other factors that determine an ISO rating are the age and quality of equipment, the water supply resources and the staffing and level of training for each firefighter. Approximately one third of the 29 members have certifications as Firefighter level 1 or level 2. The training is an extensive commitment of two nights a week for six months with alternating Saturday's. In addition to the nine members who are firefighter certified, eight members are EMT certified and 1 is a paramedic.

The equipment inventory generally is in good working condition with the addition of a new brush truck. The purchase of 2 thermal imaging cameras is planned for next July along with a ladder truck in Fiscal Year 2016. The ladder truck is essential not for height as many buildings in Harvard do not exceed 2 stories but for reach particularly in snow or ice weather conditions that make access and rescue difficult for manual ladder setup. Both the thermal imaging cameras and the ladder apparatus are essential in the rescue phase of an accelerating fire which can double in size every 30 seconds.

Looking forward ten or twenty years there may come a time when the call department resources reach critical mass due to population and commercial growth and a "Combination Department" consisting of call volunteers and full time employees' is required. This might also be a situation whereby the volunteer ambulance squad is merged into fire operations for efficiencies of scale.

As with all financial decisions involving budgets the primary reasoning and decision making centers around the measurement of *cost versus benefit* but when it comes to public safety of not only our residents but also our dedicated firefighters 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"**.

Comparative Town	2010 US Census	Unemployment Rate as of June 2011	Income Per Capita	Number of real property parcels with single family home	Number of real property parcels with multi family homes	Number of real property parcels Vacant Land	Number of real property parcels commercial or industrial	Number of real property parcels in total	2012 Residential Tax rate
Ayer	7,427	7.4%	\$ 26,298.00	1,474	260	356	287	3,311	\$ 13.10
Berlin	2,866	7.0%	\$ 36,870.00	788	39	206	77	1,492	\$ 14.47
Bolton	4,897	6.6%	\$ 54,873.00	1,574	12	364	35	2,277	\$ 19.78
Boxborough	4,996	4.9%	\$ 50,181.00	1,172	15	133	125	2,494	\$ 17.87
Carlisle	4,852	4.9%	\$ 81,899.00	1,648	13	219	9	1,997	\$ 17.14
Clinton	13,606	8.5%	\$ 23,237.00	2,339	723	221	235	4,833	\$ 15.28
Groton	10,646	6.4%	\$ 58,145.00	3,110	149	653	101	4,468	\$ 16.08
Harvard	6,520	5.9%	\$ 50,237.00	1,666	25	271	77	2,445	\$ 16.24
Lancaster	8,055	8.0%	\$ 25,821.00	2,007	100	394	122	3,023	\$ 17.94
Littleton	8,924	6.0%	\$ 38,279.00	2,827	55	589	173	4,116	\$ 16.08
Lunenburg	10,086	8.6%	\$ 31,258.00	3,426	93	572	165	5,031	\$ 16.83
Maynard	10,106	6.2%	\$ 30,823.00	2,642	282	115	158	3,938	\$ 18.45
Shirley	7,211	7.5%	\$ 22,193.00	1,444	106	432	94	2,659	\$ 14.98
Sterling	7,808	6.4%	\$ 37,104.00	2,510	108	423	188	3,732	\$ 15.65
Stow	6,590	5.2%	\$ 49,095.00	2,057	57	207	55	2,865	\$ 17.90

Comparative Town	2012 Residential and Open Space Total Value	2012 Residential and Open Space Percent of Total Assessed Value	2012 Average Single Family Value	2012 Average Single Family Tax Bill	Fiscal year 2012 Revenue from Tax Levy	Fiscal year 2012 Revenue from State Aid	Fiscal year 2012 Revenue from Local Receipts	Fiscal year 2012 Revenue from All Other	Fiscal year 2012 Percent of total Revenue from Tax Levy
Ayer	\$ 624,899,400	64.3%	\$ 271,598	\$ 3,558	\$ 17,617,236	\$ 1,009,320	\$ 7,490,804	\$ 595,375	66.0%
Berlin	\$ 418,978,579	75.9%	\$ 385,833	\$ 5,583	\$ 8,383,834	\$ 777,233	\$ 715,335	\$ 1,064,615	76.6%
Bolton	\$ 806,955,779	91.7%	\$ 465,052	\$ 9,021	\$ 17,413,842	\$ 619,878	\$ 940,000	\$ 645,080	88.8%
Boxborough	\$ 711,519,586	75.3%	\$ 508,136	\$ 9,080	\$ 16,874,931	\$ 1,990,036	\$ 1,390,427	\$ 469,521	81.4%
Carlisle	\$ 1,232,106,185	98.0%	\$ 694,276	\$ 11,900	\$ 21,557,109	\$ 1,176,243	\$ 1,629,200	\$ 359,604	87.2%
Clinton	\$ 895,941,131	84.6%	\$ 214,267	\$ 3,274	\$ 18,544,690	\$ 14,771,281	\$ 5,379,701	\$ 47,000	47.9%
Groton	\$ 1,421,221,654	93.5%	\$ 399,146	\$ 6,418	\$ 24,450,247	\$ 714,997	\$ 6,385,263	\$ 967,902	75.2%
Harvard	\$ 998,935,670	94.9%	\$ 545,679	\$ 8,862	\$ 17,101,440	\$ 3,290,656	\$ 1,671,386	\$ 1,534,627	72.5%
Lancaster	\$ 687,616,095	87.2%	\$ 291,603	\$ 5,231	\$ 14,147,661	\$ 947,830	\$ 2,256,576	\$ 33,918	81.4%
Littleton	\$ 1,166,388,647	78.4%	\$ 370,625	\$ 5,960	\$ 27,015,837	\$ 5,631,447	\$ 4,935,835	\$ 1,091,874	69.9%
Lunenburg	\$ 1,008,566,509	90.0%	\$ 248,038	\$ 4,174	\$ 18,865,867	\$ 6,495,447	\$ 4,235,195	\$ 34,750	63.7%
Maynard	\$ 1,069,740,840	87.4%	\$ 311,702	\$ 5,751	\$ 23,909,712	\$ 5,899,133	\$ 7,142,411	\$ 1,129,331	62.8%
Shirley	\$ 515,631,205	89.0%	\$ 264,953	\$ 3,969	\$ 8,678,706	\$ 1,161,047	\$ 3,010,209	\$ 484,221	65.1%
Sterling	\$ 822,114,165	86.2%	\$ 290,398	\$ 4,545	\$ 14,927,952	\$ 1,654,890	\$ 3,063,734	\$ 1,921,538	69.2%
Stow	\$ 1,042,382,200	91.1%	\$ 429,156	\$ 7,682	\$ 20,485,199	\$ 902,342	\$ 1,945,464	\$ 531,498	85.8%

LOCAL SCHOOLS

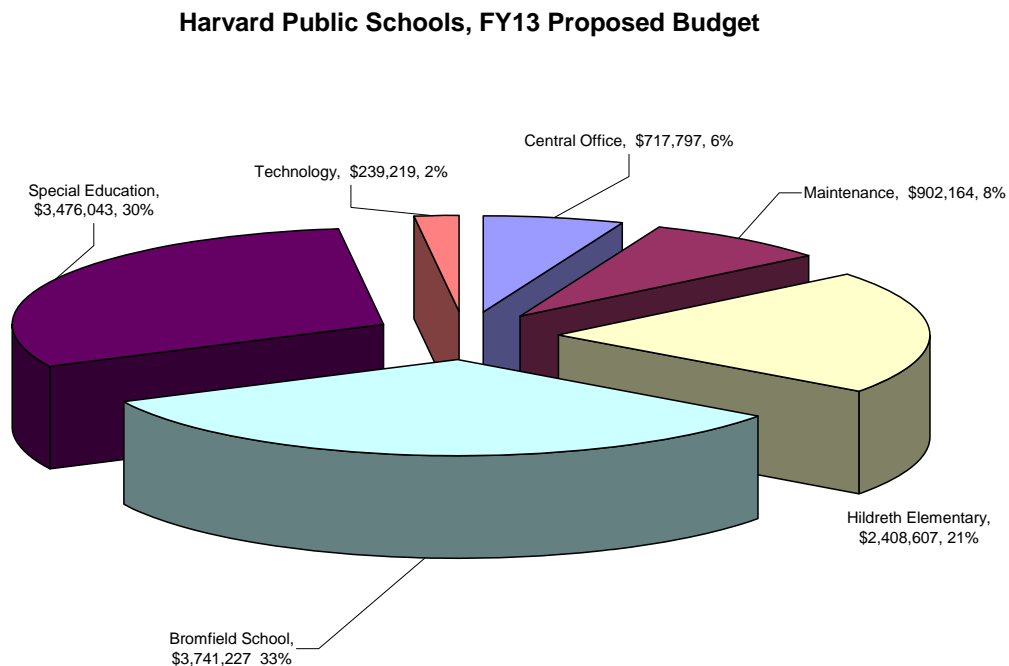
In FY13, the Harvard Public Schools will account for \$13,691,258 or 69.5% of the Omnibus Budget operating total before debt. This compares to 70.1% in the current fiscal year. This amount consists of the Total Local Schools appropriation of \$11,508,532 (Net budget) and approx. \$2.2 million of Health 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 approx. \$2.6 million of Revenue Sources/Offsets from such items as Devens tuitions/subsidies, the State Circuit Breaker program, School Choice tuitions, etc. 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 FY10, FY11, FY12 and FY13. 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 the school lunch program, student activities, athletic and other user fees, gifts, etc.

The breakdown by major cost centers of the Gross budget for FY13 is shown in the following chart:



FY12 School Department Proposed Budget and Offsets

Local Schools Omnibus Budget:	FY10 Actual	FY11 Budget	FY12 Budget	FY13 Prop.
<u>Administration</u>				
Salaries/Benefits	370,518	327,247	331,839	371,297
Transportation	314,510	262,195	309,966	313,380
Other Expenses	126,691	118,600	111,100	33,120
Total Administration	811,719	708,042	752,905	717,797
<u>Maintenance</u>				
Salaries	427,971	443,269	450,307	434,516
Utilities	333,702	352,000	322,000	344,340
Other Expenses	283,783	212,000	206,000	123,308
Total Maintenance	1,045,456	1,007,269	978,307	902,164
<u>Harvard Elementary School</u>				
Salaries	2,477,799	2,607,781	2,746,538	2,316,240
Expenses	66,531	66,450	63,950	92,367
Total Elementary	2,544,330	2,674,231	2,810,488	2,408,607
<u>The Bromfield School</u>				
Salaries	4,055,709	4,055,127	4,207,254	3,604,901
Expenses	113,657	117,591	118,500	136,326
Total Bromfield	4,169,366	4,172,718	4,325,754	3,741,227
<u>Pupil Personnel Services (SPED)</u>				
Salaries	1,770,452	1,792,912	1,782,915	1,863,935
Other Expenses	46,316	42,000	37,100	63,719
Collaborative Services	261,244	329,883	590,968	141,648
Transportation	284,143	316,372	286,550	332,861
Tuition	1,162,002	1,318,498	1,151,311	909,825
Pre-School Salaries	205,646	194,657	228,026	161,455
Pre-School Expenses	6,937	7,500	7,500	2,600
Total Pupil Personnel Services	3,736,740	4,001,822	4,084,370	3,476,043
<u>Technology</u>				
Salaries	108,496	108,409	127,723	130,111
Expenses	71,501	81,000	82,000	109,108
Total Technology	179,997	189,409	209,723	239,219
Subsidies from Other Funds	(1,448,570)	(1,658,630)	(1,807,076)	<i>incl. above</i>
Total Local Schools	11,039,038	11,094,861	11,354,470	11,485,057

Revenue Sources/Offsets:	FY10 Actual	FY11 Budget	FY12 Budget	FY13 Prop.
School Choice	425,000	353,600	385,000	379,747
Circuit Breaker	338,815	340,000	280,000	450,000
Kindergarten Grant/Tuition	110,200	105,000	120,000	157,000
Devens	389,555	695,030	802,076	802,076
Food Service Support	15,000	10,000	10,000	10,000
Comm. Ed. Support/Bridges	25,000	45,000	90,000	90,000
Building Rental	10,000	10,000	10,000	10,000
Transportation Fees	65,000	65,000	70,000	65,000
Shaw Trust				24,601
Preschool Tuition	70,000	35,000	40,000	40,000
Total Revenue Sources/Offsets	1,448,570	1,658,630	1,807,076	2,028,424

DEVENS CONTRACT

We are now in the third 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. \$200,000 this year for capital expenses and administrative support as part of the Devens contract.

The incremental dollars that the Devens contract brings have become a large revenue source. Starting at approx. \$248,000 in FY07, the estimate for FY13 is now over approx. \$800,000. Harvard has increasingly become reliant on these Devens revenues. Should they ever go away, the School Committee would be faced with a potentially large shortfall, though not immediately. The contract is written such that, should it be terminated, any student would be allowed to stay in the system until they graduated. 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.

In conjunction with the proposed Vicksburg Square housing project, the Superintendent has made some enrollment projections that indicate, even with an additional 118 students entering the schools from 2014-2018, there would still be enough capacity to house all the new students from Devens.

ENERGY CONSERVATION

The Harvard Energy Advisory Committee has made great progress with the schools, the largest energy user of all Town departments. Grant applications have been submitted for improvements at HES. At Bromfield, they are completing the project of extending the natural gas line so that the convertible burners can use either natural gas or heating oil.

CAPITAL ISSUES

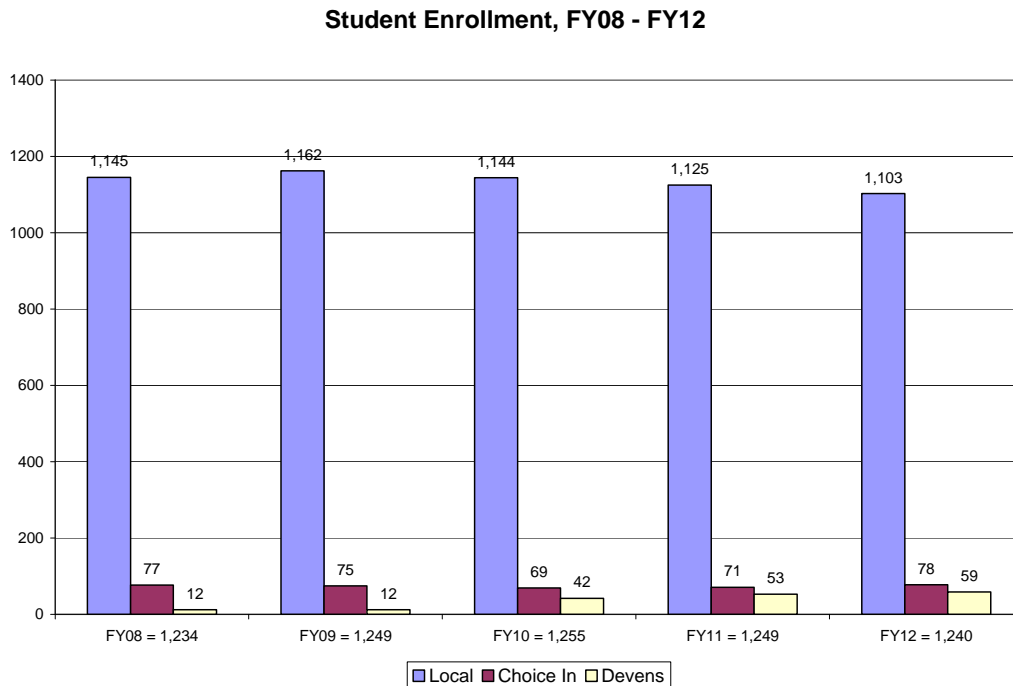
The Report of the Capital Committee in this book shows a list of requests for the Schools going out five years. That committee has concerns about funding all these expenditures. While this year's recommended items total approx. \$200,000, the cumulative cost is almost \$1.5 million over those five years. It is also clear that we need to allocate more resources to the Schools' Maintenance budget.

Now shown on that list of future expenditures is the first mention of the kindergarten wing at HES. That portion of the building is over 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. The projections for year five (FY17) include \$160,000 for a complete interior renovation. This amount could be substantially larger.

SPECIAL EDUCATION

Costs for Special Education have become much steadier in the past few years compared to the wild swings we experienced earlier. The net amount for this cost center is actually declining next year, mainly due to increases in the State Circuit Breaker program and changes in student placements at costly private schools. 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.

CHANGE in STUDENT ENROLLMENT



This chart shows relatively flat numbers of students in total. The number of total students has been relatively the same for five years, with increases in Devens students offsetting fewer local students. The recent NESDEC report projects a decline of more than 300 students over the next ten years. However, the superintendent's enrollment projections for the same period only show a decline of 257 students.

The number of School Choice students has remained steady for five years. The School Committee has almost complete control over the enrollment of School Choice students. Recent policy has been to recruit the same number of new students (over all grades) as are graduating each year.

LEADERSHIP CHANGES

As of July 1, 2011, Joe Connelly assumed the position of Interim Superintendent for a one-year term. The School Committee has been so pleased with his efforts that they have asked him to stay for another year. There are no changes at The Bromfield School. Jim O'Shea and Scott Hofmann continue to lead that school. At the Hildreth Elementary School, Linda Dwight became the new Principal as of July 1, 2011. Gretchen Henry is the Associate Principal of that school.

FY11 RESERVE FUND TRANSFERS

APPROPRIATIONS

Annual Town Meeting of May 1, 2010	\$ 350,000
Additional Appropriation, April, 2, 2011	\$ 300,000

TRANSFERS

Board of Health	\$ 135
School, Maintenance	\$ 98,424
Selectmen, Court Judgement	\$ 105,000
Public Works, Fuel	\$ 12,000
Selectmen, Street Lights	\$ 500
Selectmen, Town Reports	\$ 1,858
Conservation Commission	\$ 2,750
Finance Dept./Treasurer	\$ 3,500
DPW, Snow & Ice	\$ 75,752
DPW, Water Department	\$ 1,200
Police Expenses	\$ 10,000
Land Use, Personnel	\$ 60
Wastewater Engineering	\$ 255,146
Public Buildings Payroll	\$ 1,045
Fire Payroll	\$ 36,029
Building Inspection	\$ 40,250
Plumbing Inspection	\$ 171
Wire Inspection	\$ 3,950
Total Transfers	<u>\$ 647,769</u>
Balance Returned to General Fund	<u><u>\$ 2,231</u></u>

2011 STABILIZATION FUNDS

Stabilization Balance, December 31, 2010	\$ 1,221,487
Additions to the fund:	
Article Close-outs	23,014
Reductions to the fund:	
FY12 ATM Article #29, Update Master Plan	(35,000)
Interest earned	<u>19,472</u>
Stabilization Balance, December 31, 2011	<u><u>\$ 1,228,973</u></u>

Capital Stabilization Balance, December 31, 2010	\$ 400,000
Additions to the fund:	
FY12, Article 3, Free Cash	705,556
Reductions to the fund:	
FY12, Article 11, Middle School Walkway	(20,000)
FY12, Article 12, Bromfield School Oil to Gas Conversion	(30,000)
FY12 Article 13, Elementary School Office Flooring	(10,000)
FY12, Article 15, Elementary School Boiler	(38,000)
FY12, Article 16, Elementary School Playground	(65,000)
FY12, Article 19, DPW Garage Floor	(40,000)
FY12, Article 21, Water Department Security Fence	(15,000)
FY12, Article 24, Public Works Roads	(250,000)
FY12, Article 25, Police Radio System Upgrade	(15,000)
Interest earned	<u>17,691</u>
Capital Stabilization Balance, December 31, 2011	<u><u>\$ 640,247</u></u>

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 2013 to 2017. The Plan and supporting schedules outline the short-term imminent capital needs of our Town. The report also includes a commentary on the Town Hall building renovation and expansion project.

Capital project requests are initiated by the various Town departments, boards and committees. The requests are submitted to CPIC in October of each year. Over the course of 5 months CPIC members evaluate each project by applying a defined set of questions that address but are not limited to the following: justification of need, estimate of cost, alternative funding, deferral to later years and financial impact to operating budgets.

At the end of the discovery process the members independently grade each project using an agreed upon numerical scale based on the information and data received. The final phase is the identification of a funding source for each project that is recommended.

In addition to the Capital Plan, CPIC has prepared a Capital Debt Impact Analysis. This analysis illustrates the tax impact of proposed projects to the average residential tax bill. The analysis indicates a property tax increase of approximately 30% over the next eight years of which 27% would be levied to residential tax bill.

The Committee wishes to express its sincere gratitude to the various departments, boards and committees who provided information to the capital planning process during the past year. CPIC would also like to thank Tim Bragan, Town Administrator and Lorraine Leonard, Finance Director for their technical expertise rendered to the committee.

Respectfully submitted,

George McKenna, Chairman
Keith Cheveralls, School Committee
Debbie Ricci, Community Representative
Cindy Russo, Community Representative
Peter Warren, Board of Selectmen
David Kassel, Volunteer

Ex Officio members:
Tim Bragan, Town Administrator
Lorraine Leonard, Finance Director
Joe Connelly, Superintendent of Schools

CPIC RECOMMENDATION

PROPOSED ADDITIONS AND RENOVATIONS TO TOWN HALL

The Capital Planning and Investment Committee is not making a specific recommendation on the Town Hall project. Although we have serious concerns about the affordability of the project, we also recognize its importance to the Town. Therefore, our recommendation is that the Town residents carefully consider the factors raised below in order to fully understand the implications of this decision.

Factors to Be Considered

1. The project fulfills a pressing need to upgrade the building and make the building more conducive to conducting Town business. The current building is over 100 years old and needs substantial work. Benefits of the project include:

- a. The building is not fully ADA accessible
- b. Structural deficiencies in existing building
- c. Needed meeting rooms will be provided
- d. Energy improvements are long past due
- e. Project provides future growth space for new positions
- f. Elections could be held in Town Hall, provided issues of parking and storage for polling booths/machines are solved.
- g. Plenty of room for flower shows, puppet shows, theatre, and art exhibits, etc.

2. The planning and conceptual design phase of the project has been done thoughtfully and systematically and has resulted in a workable and attractive final option.

3. The Town has already invested significant time and dollars in this project and we would be remiss if something is not accomplished as a result of the expenditures.

4. Proceeding with a smaller project that does not meet foreseeable needs, can result in increased costs later.

5. Project development has emphasized preserving the stage and open space in upper Town Hall. A less expensive project may have been possible without this emphasis.

6. There continues to be many unanswered questions about the project:

i. There has been no serious discussion of alternatives to total renovation of the building. Would exterior repairs, and perhaps some painting and minor interior upgrades, be sufficient to preserve the building and meet the Town's needs? Are less costly alternatives available?

ii. It is unclear how this proposal complies with the objectives of the Board of Selectmen's 2011 Charge to the Municipal Building Committee and the Statement of Intent presented at the 2011 Annual Town Meeting. The clear intent of those documents was to

limit the scope of the project to renovation in the existing footprint with expansion, if necessary, for code compliance only.

iii. There has been no determination of the parking requirements for the renovated building and of the cost of meeting them. The current parking capacity, already considered by many to be inadequate, may well be insufficient for the expanded use of the building resulting from the approximately 200 seat meeting/entertainment space. The lack of parking creates a potential safety hazard given the proximity to the Fire Station, Churches, and Ayer Road. The first MBC recognized this and proposed a new parking lot in front of Hildreth House at an estimated cost of \$220,000.

iv. It is unclear whether the renovated Town Hall will meet the long-term municipal needs of the Town. Without a final plan regarding the use of all Town Center Buildings, it is difficult or impossible to determine the needs that must be met by the renovated Town Hall. For example, if the Old Library is to be removed from municipal use, it cannot provide future opportunities to expand municipal office space and meeting space.

v. No plan has been specified for relocation of Town Hall functions during construction, and the cost of relocation is uncertain.

vi. The amount of the project to be funded by philanthropy has not been specified and no commitments have been made.

vii. The extent to which the schematic design can be changed in the final design phase is unclear.

Affordability Question

CPIC's biggest concern about the proposed Town Hall project is its cost, and whether that cost is affordable. In considering affordability, we have looked at future operating budget projections, other anticipated building projects, and the long-term Capital Plan. Almost all sources of payment for the capital and operational needs of the Town, are finally funded by the same single source – residents' limited household budgets. This is true whether the needs are funded by repayment of debt, overrides, philanthropy, user fees or charitable contributions.

These are our observations:

1. Town employees have worked cooperatively with the Town to help survive the current economic downturn. Embarking on multi-million dollar projects, especially when the Town's financial picture has not improved, sends the message that fiscal restraint is no longer a priority.
2. We have successfully avoided operating overrides for several years, but we cannot expect this to continue. As it currently stands the schools alone require substantial incremental funding for level service beyond FY13 of approximately 19% through FY18.

3. There are three Town Center buildings that require renovation – Town Hall, Hildreth House, and the Old Library. These projects are interrelated and the costs of renovating these buildings must be considered comprehensively and not in the abstract (each project unto its own). Additions and renovations to Hildreth House are currently projected to cost \$5,488,000 (with an unspecified portion paid by private funds). The future use of the Old Library, and the related costs, continues to be undetermined.

4. Last year we suggested that the Town should not build new space while we have approximately 7,000 square feet of excess capacity at the Old Library. The Town Hall project includes a 3,000 square foot addition including 1,000 square feet of new space; the excess capacity at the Old Library remains.

5. CPIC has been working to identify the Town's capital needs. An examination of the capital plan shows that these needs are extensive. In addition to the Town Center Buildings, renovations will be needed to the DPW garage and the central fire station. The Selectmen have a plan to reconstruct Littleton County Road at a cost of \$750,000, with other roads to follow. A new fire truck and DPW equipment are needed, as is a backup well for the Town water system. Please see the capital plan for more information.

6. The funding of the current Capital Plan would result in a 26.8% increase in the average tax bill by 2020. The proposed capital expenditures, without any potential overrides, would have the following impact on the tax bill:

<u>2012 Tax Bill</u>	<u>2020 Tax Bill</u>
\$5,437	\$6,901
\$8,527 (average)	\$10,824
\$13,254	\$16,824

Please review the Capital Request Impact Analysis at the end of this report for additional details.

7. Town Hall excluded debt will add approximately \$126 to the average tax bill; this will decrease approximately 5% each year for the 20 year loan period.

8. Another \$1 million of debt will be paid from the Community Preservation Fund. The law requires that only taxpayer funds can be used to repay a bond (not funds from the state surcharge). As a result, the CPC will not be able to provide funding for other Town needs to the extent it has in the past.

TOWN OF HARVARD CAPITAL PLAN
FISCAL YEARS 2013 - 2017

	Funding Source	FY13	FY14	FY15	FY16	FY17
Fire Dept.						
Move Air Horns from Town Hall to Central Fire Station		23,195				
Upgrade Radio Infrastructure for PS Depts.	grant	28,079				
Reburish Still River Station	debt		150,000			
Service All Fire Ponds			50,000			
Refurb Fire Station, Building & Systems	debt			500,000		
New Tanker Truck	debt				350,000	
Purchase Used Ladder Truck	debt					200,000
Police Dept. (recurring Capital only)						
Police Vehicle	Alt. RC	29,000				
Police Vehicle	Alt. RC		29,000			
Police Vehicle	Alt. RC			31,000		
Police Vehicle	Alt. RC				29,000	
Police Vehicle	Alt. RC					29,000
Public Works, Roads						
Reconstruct and Repair Town Roads	Ex. Debt	250,000	250,000	250,000	250,000	
Public Works, Equipment						
Boom Flail Mower		97,895				
Two Ride-on Mowers for Park & Rec	Alt. RC	18,000				
Front End Loader (trade 2000 Cat Loader)	debt			175,000		
Heavy Duty Dump Truck (trade 1990 dump truck)	debt				175,000	
Heavy Duty Dump Truck	debt					175,000
Public Works, Facilities						
Maintenance Bay Addition for storage & workspace			175,000			
Upgrade electric service, add 3-phase power			30,000			
Install Hydraulic truck lift and new air compressor			30,000			
Office addition on front of building	debt			150,000		
Storage Building Equipment and Supplies	debt				150,000	
Drainage Improvements Highway Yard	debt					150,000
Guardrail Replacement Program	debt	-	25,000	25,000	25,000	25,000
Water Dept.						
Debt on combined project with sewer (\$330,000)			23,100	22,770	22,440	22,110
Well Pump Replacement		10,000				
Water Storage Tank Maintenance			50,000			
Scada System Upgrades				15,000		
New Water Main, Library to Pond Rd.	debt				50,000	
Well field Development	debt		100,000	100,000	100,000	100,000
Municipal Building Committee						
Town Hall Renovation (phase I)	Ex. debt	3,970,500				
COA Facility	Ex. debt			5,488,000		
Ambulance						
Cardiac Monitor					25,000	
Park & Recreation						
Harvard Park Playground Improvements/Landscaping			35,000			
Ann Lee Field Renovation				100,000		
Planning Board						
Phase II of Master Plan	Overlay	100,000				
Debt for vehicles approved in FY11 (Fire & DPW)		80,825	78,575	76,325	74,075	71,825
Sub-total, Town Requests:		4,607,494	6,923,695	5	1,250,515	772,935

TOWN OF HARVARD CAPITAL PLAN
FISCAL YEARS 2013 - 2017

	Funding Source	FY13	FY14	FY15	FY16	FY17
School Dept.						
Sys - Replace Flashing School Zone Signs		13,000				
TBS - Replace carpeting, Various		22,500				
TBS - Repair Punchlist items from Energy Project		52,500				
TBS - Repair/Replace Alarm System for Building		10,600				
TBS - Pond Road area, Grade & Pave		75,000				
TBS - Tennis Court Lighting & Resurfacing		24,500				
TBH - Rebuild front porch			25,000			
HES - Replenish glycol heating system			35,000			
HES - Remove trailer, build storage shed			50,000			
HES - Replace glazing in Cafeteria			20,000			
HES - Walkway to Bromfield House			15,000			
Sys - School Lunch Vehicle			30,000			
HES - Install gates at both ends of side bus road, safety			12,000			
HES - Repair/Replace Phone/Intercom System				50,000		
TBS - Grade & Pave parking areas				100,000		
TBS - Sand/Paint all exposed steel				30,000		
TBS - Add entire building on Emergency Power/Generator				60,000		
TBS - Replace Spauling Concrete in Front Entr. Walkways				60,000		
TBS - Renovate/Upgrade Science Lab				210,000	140,000	
Sys - New school truck to replace gray one					45,000	
HES - Resurface roadways					60,000	
HES - Upgrade Fire Alarm System					75,000	
Sys - New Tractor w/Front end Loader & Snowblower						35,000
TBH - Replace Bulkhead and Basement Stairs						15,000
TBH - Replace roof shingles						30,000
HES - Gut K-wing, rebuild & replace doors/windows						160,000
HES - Replace windows upstairs (lost seals)						40,000
Sub-total, School Requests:		198,100	187,000	510,000	320,000	280,000

Total, All Town & School Requests		4,805,594	1,212,675	7,443,095	1,570,515	1,052,935
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Town of Harvard

Capital Debt Impact Analysis

FISCAL YEAR	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Tax Levy Base	15,624,222	16,074,828	16,551,698	17,040,491	17,541,503	18,055,041	18,581,417	19,125,952	19,684,101
2 ½ % Increase	390,606	401,871	413,792	426,012	438,538	451,376	464,535	478,149	492,103
New growth	60,000	75,000	75,000	75,000	75,000	75,000	80,000	80,000	80,000
SUB-TOTAL	16,074,828	16,551,698	17,040,491	17,541,503	18,055,041	18,581,417	19,125,952	19,684,101	20,256,203
Override-Permanent (CPIC designated)	0								
SUB-TOTAL	16,074,828	16,551,698	17,040,491	17,541,503	18,055,041	18,581,417	19,125,952	19,684,101	20,256,203
Prior Excluded Debt	1,031,812	1,003,490	977,103	948,928	916,809	888,848	737,963	714,366	690,480
Town Center sewer (50%) SRF			88,914	87,644	86,373	85,103	83,833	82,563	81,293
Road reconstruct \$750,000 4%- 20 Yrs.		6,250	9,375	18,750	67,500	66,000	64,500	63,000	61,500
* Town Hall @ \$2,970,500 4%- 20 Yrs	0	22,279	300,763	261,404	255,463	249,522	249,522	243,581	237,640
** Hildreth @ \$5,488,000 4.5%- 20 Yrs	0	0	0	41,160	583,100	509,012	496,664	484,316	471,968
Fire/DPW equip. \$1,075,000 4.5%- 10	0	0	0	10,750	21,500	151,038	146,200	141,363	136,525
DPW/Fire bldg. \$1,305,000 4.75%- 20	0	0	0	0	13,050	26,100	123,975	121,039	118,103
Water new well \$450,000 4.75% 20	0	0	0	6,188	42,750	41,738	40,725	39,713	38,700
Old Library upgrade \$1,417,500 4.75%					19,491	134,663	127,929	121,196	114,463
TBS sci lab etc/ \$650,000 4.75% 20 yr	0	0	0	0	8,938	61,750	60,288	58,825	57,363
Sub total new projects	0	28,529	399,052	425,896	1,098,164	1,324,925	1,393,636	1,355,595	1,317,554
TOTAL- prior and new	1,031,812	1,032,019	1,376,155	1,374,824	2,014,973	2,213,773	2,131,599	2,069,961	2,008,034
TOTAL LEVY	17,106,640	17,583,717	18,416,646	18,916,326	20,070,014	20,795,189	21,257,551	21,754,062	22,264,237
Percent Increase		2.8%	4.7%	2.7%	6.1%	3.6%	2.2%	2.3%	2.3%
Percent Over Base FY			7.7%	10.6%	17.3%	21.6%	24.3%	27.2%	30.1%
Residential Value (Base Year)	951,399,100								
Parcel Count	1,812								
Avg. Value	525,055								
*** Avg. Tax Bill	8,527	8,742	9,116	9,339	9,854	10,176	10,380	10,599	10,824
Yearly Increase		215	374	223	515	322	204	219	225
Quartile scale:									
\$66,000-\$394,900 (19.6%)- 557	5,437	5,574	5,812	5,955	6,283	6,488	6,618	6,758	6,901
		137	239	142	328	205	130	140	143
\$394,901-\$488,400 (21.3%)- 412	7,988	8,189	8,540	8,749	9,231	9,532	9,724	9,929	10,139
		201	350	209	482	301	191	205	210
\$488,900-\$590,900 (24.5%)- 411	9,210	9,442	9,846	10,088	10,644	10,991	11,212	11,449	11,691
		232	404	241	556	347	221	237	243
\$591,000-\$1,835,300 (34.6%)-415	13,254	13,588	14,170	14,517	15,317	15,817	16,135	16,475	16,824
		334	582	347	800	500	318	340	349

* Cost estimate as submitted by the MBC net of \$1,000,000 in CPC funding.

** Cost estimate as submitted by the MBC and does not reflect any philanthropic contributions.

*** The accumulated increase for an average residential tax bill from FY 2012 to FY 2020 is 26.94%.

2012 Report of the Community Preservation Committee (CPC)

Overview

With the establishment of the Community Preservation Act in 2000, the Commonwealth established a trust fund that would match up to 100% of dollars collected via a property tax surcharge of 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 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 2012 we estimate \$2.9 million will have been raised, including \$1.8 million raised locally by the 1.1% surcharge. This past year the state match shrank to 26.7% and it 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. HB 765, An Act to Sustain Community Preservation, is still alive and has majority support in both branches of the legislature

FY 2013 Applications and Recommendations

The committee received five applications for consideration for a combined total of \$128,295, plus an application to pay for \$1 million of Town Hall's restoration cost via a CP fund-backed bond. The committee projects FY13 fund income of \$236,000, which includes an estimated state match of only 25%. The CPC has completed review and deliberation of this year's applications and has voted to recommend to Town Meeting the appropriation of \$124,895 for the five applicants and also voted to fund the debt service of a \$1 million, 20 year bond to pay a portion of Town Hall restoration. If approved at Town Meeting, the Community Preservation Fund would carry over a balance of just over \$340,000 into FY 2014. The recommended projects requiring approval by the 2012 Annual Town Meeting include:

- \$11,500 to the Cemetery Commission for tree removal in the Shaker Burial Grounds
- \$2,500 to the Congregational Church for restoration of columns
- \$24,000 for preservation of historic town documents
- \$34,395 transfer to Harvard's Municipal Affordable Housing Trust Fund
- \$50,000 to the Conservation Commission for invasive species control
- \$2,500 for administrative expenses of the CPC, including annual membership fees of \$750 to the Community Preservation Coalition.
- Debt service on \$1 million, 20 year bond for Town Hall Restoration from the Municipal Building Committee (estimated year one/FY15 cost = \$95,000, declining thereafter.)

At the time of this writing, conversations are under way to consider increasing Harvard's Community Preservation Fund surcharge from its current 1.1% to 3%, in anticipation of future costs of restoring town center buildings.

Respectfully submitted,

Donald Boyce, Elected, Chairman
Michele Catalina, Planning Board
Charles Gorss, Conservation Commission
John Lee, Park & Recreation
Chris Ready, Housing Trust
Deborah Ricci, Elected, Vice Chair
Steve Rowse, Elected, Treasurer
Rhonda Sprague, Historical Commission
Deborah Thomson, Elected, Secretary

FY 2013 - Applications Recommended to ATM - As Of 1/18/12 CPC vote						
		<u>Town Surcharge</u>	<u>State Match</u>	<u>Interest</u>		<u>Total</u>
Income - estimates in italics		\$190,002	\$46,342	\$500		\$236,844
Project Applications - Fall 2010	Fund Source	Open Space/Rec	Housing	Historic	Admin	
ConsCom - Eradication of Invasive Species	FY 2013 Collections	\$26,000				
	Unspecified Reserves	\$24,000				
MAHTF - transfer to Housing Trust	FY 2013 Collections		\$34,028			
	Housing Reserves		\$367			
MBC - Bond Service for Town Hall Restoration	FY 2013 Collections					
Town Clerk - Preserve Documents Phase 3	FY 2013 Collections			\$24,000		
Congregational Church - Pillars Restoration	FY 2013 Collections			\$2,500		
Shaker Cemetery Tree Removal - HCC	Unspecified Reserves			\$11,500		
CPC Administrative Account	Unspecified Reserves				\$2,500	
Subtotal from FY 2013 Funds		\$26,000	\$34,028	\$26,500		\$86,528
Grand Total Application Requests		\$50,000	\$34,395	\$38,000	\$2,500	\$124,895
<u>Reserve Account Transactions</u>						
Specific Reserve Accounts						
Opening Balance		\$0	\$367	\$3,489		\$3,856
<u>Voted to Reserve Account</u>						\$0
Appropriations from Reserve Account	Xfer to Housing Trust		(\$367)			(\$367)
Required Specific Reserve to 10%						\$0
Closing Balance - Specific Reserves		\$0	(\$0)	\$3,489		\$3,489
Unspecified & Budgeted Reserve Accounts						
Opening Balance						\$226,061
<u>Prior Year Funds returned to Unspecified Reserve</u>						\$0
Appropriations from Reserve Account	ConsCom Invasive	(\$24,000)				(\$24,000)
Appropriations from Reserve Account	Shaker Tree Removal			(\$11,500)		(\$11,500)
Appropriations from Reserve Account	CPC Administrative				(\$2,500)	(\$2,500)
Unspent '12 Funds added to Reserve						\$150,316
Closing Balance - Unspecified Reserves						\$338,378
Closing Balance - All Reserve Accounts						\$341,867
Closing Balance - All Reserve Accounts						\$341,86

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 2013-2017, as presented on the previous pages.
2. No new programs for the foreseeable future.
3. Local Aid (Cherry Sheet) will level off for FY13, then flat.
4. A Total Stabilization Fund balance of not less than 5% of the total Omnibus Budget.
5. Budget revenues and expenditures will be affected by:
 - a. Total payroll costs, including seniority and merit steps, and personnel changes will increase 2% per year.
 - b. Health insurance cost increases will be 6% per year.
 - c. Interest rates for new debt will range between 4% and 4.75% 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 \$75,000 per year, starting in FY14.
 - f. Local receipts will remain level from FY13 forward.
 - g. Assessments from the State (Cherry Sheet charges) will increase from FY13 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 2010	FY 2011	FY 2012	Budgeted FY 2013	Estimated FY2014	Estimated FY2015	Estimated FY2016	Estimated FY2017
TAXES								
Levy	\$ 15,028,500	\$ 15,526,819	\$ 16,014,828	\$ 16,474,297	\$ 16,947,654	\$ 17,448,221	\$ 17,961,301	\$ 18,487,209
New Growth	\$ 119,616	\$ 97,403	\$ 57,657	\$ 60,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
Override	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Excluded Debt *	\$ 1,180,266	\$ 1,132,123	\$ 1,031,812	\$ 1,036,019	\$ 1,373,155	\$ 1,371,824	\$ 2,011,973	\$ 2,210,773
Capital Exclusions								
LOCAL								
Receipts	\$ 1,413,625	\$ 1,246,125	\$ 1,340,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000
Free Cash	\$ 86,131	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Stabilization	\$ 144,500	\$ 394,250	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -
Overlay Surplus		\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Wetlands	\$ 11,071	\$ 11,071	\$ 11,071	\$ 11,292				
Library	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Inv. Fund	\$ -	\$ -	\$ 483,000	\$ 438,094	\$ 658,675	\$ 414,095	\$ 301,515	\$ 173,935
STATE								
Cherry Sheet	\$ 3,522,972	\$ 3,429,163	\$ 3,381,224	\$ 3,303,641	\$ 3,303,641	\$ 3,303,641	\$ 3,303,641	\$ 3,303,641
TOTAL	\$ 21,506,681	\$ 22,136,954	\$ 22,354,592	\$ 22,823,343	\$ 23,758,125	\$ 24,012,781	\$ 25,053,430	\$ 25,650,558
EXPENSES								
BUDGET								
General Government	\$ 1,048,985	\$ 1,076,278	\$ 1,105,031	\$ 1,144,883	\$ 1,197,700	\$ 1,219,895	\$ 1,235,497	\$ 1,253,222
Public Safety	\$ 1,377,381	\$ 1,374,925	\$ 1,360,172	\$ 1,428,121	\$ 1,389,195	\$ 1,335,149	\$ 1,354,302	\$ 1,376,214
Education	\$ 11,107,490	\$ 11,182,621	\$ 11,442,231	\$ 11,561,864	\$ 12,104,864	\$ 12,489,789	\$ 12,887,739	\$ 13,294,955
Physical Environment	\$ 1,212,473	\$ 1,205,367	\$ 1,223,612	\$ 1,251,842	\$ 1,295,211	\$ 1,312,619	\$ 1,332,794	\$ 1,352,395
Human Services	\$ 135,709	\$ 136,392	\$ 143,730	\$ 148,467	\$ 153,091	\$ 156,169	\$ 159,296	\$ 162,174
Culture & Recreation	\$ 565,109	\$ 578,293	\$ 582,651	\$ 590,507	\$ 637,031	\$ 644,906	\$ 651,004	\$ 657,725
Recurring Capital	\$ 112,000	\$ 112,000	\$ 99,000	\$ 99,000	\$ 99,000	\$ 101,000	\$ 99,000	\$ 99,000
Insurance & Fringe	\$ 2,997,040	\$ 3,044,500	\$ 3,375,157	\$ 3,476,672	\$ 3,678,022	\$ 3,891,381	\$ 4,117,468	\$ 4,357,047
Debt:								
Debt	\$ 4,573	\$ 1,500	\$ 4,700	\$ 82,525	\$ 103,175	\$ 100,595	\$ 98,015	\$ 95,435
Excluded *	\$ 1,182,168	\$ 1,131,974	\$ 1,031,813	\$ 1,036,019	\$ 1,373,155	\$ 1,371,824	\$ 2,011,973	\$ 2,210,773
OTHER LOCAL								
Overlay	\$ 104,840	\$ 101,474	\$ 92,527	\$ 85,000	\$ 100,000	\$ 85,000	\$ 85,000	\$ 100,000
Articles	\$ 605,631	\$ 1,169,262	\$ 906,030	\$ 991,599	\$ 937,000	\$ 695,000	\$ 585,000	\$ 460,000
STATE								
Charges & Offsets	\$ 1,046,706	\$ 1,017,396	\$ 985,044	\$ 922,125	\$ 949,789	\$ 978,282	\$ 1,007,631	\$ 1,037,860
TOTAL	\$ 21,500,105	\$ 22,131,982	\$ 22,351,698	\$ 22,818,624	\$ 24,017,233	\$ 24,381,610	\$ 25,624,718	\$ 26,456,799
Surplus/(Deficit)	\$ 6,576	\$ 4,972	\$ 2,894	\$ 4,719	\$ (259,108)	\$ (368,830)	\$ (571,288)	\$ (806,241)

* Includes Debt Calculation as provided by the CPIC and assumes future capital projects being approved as well as corresponding debt-exclusion overrides.

TOWN MEETING PROCEDURES

League of Women Voters of Harvard, 2009

SPEAKING AT TOWN MEETING

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

WARRANT ARTICLES

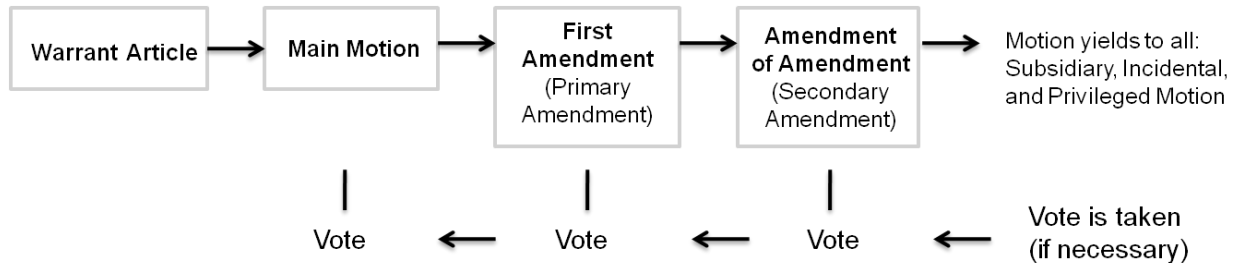
The Warrant is the agenda for Town Meeting. The articles in the Warrant are taken up at Town Meeting by vote upon motions. The Moderator will call for a motion, and when it is made it becomes the Main Motion. The article in the Warrant defines the limit or scope of the subject matter to be contained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

MAIN MOTIONS

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

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

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



SUBSIDIARY MOTIONS

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

INCIDENTAL MOTIONS

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

PRIVILEGED MOTIONS

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

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

SUBSIDIARY MOTIONS

Relate to Main Motion.

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

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

INCIDENTAL MOTIONS

Incidental motions relate to the conduct of the meeting.

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

SUMMARY OF WARRANT ARTICLES

<u>Article</u>	<u>Article Topic</u>	<u>Amount</u>
1	Annual Reports	
2	Re-Vote of Article 20 of the April 2, 2011 Annual Town Meeting	
3	Certified Free Cash	\$ 436,754
4	Omnibus Budget	20,710,819
5	Reserve Fund – Fiscal Year 2013	350,000
6	Fire Department Gear Lockers	7,000
7	Fire Department Thermal Imaging Cameras	12,000
8	Fire Department S.A.F.E. Program Revolving Fund	
9	Economic Development Committee Budget	1,000
10	Public Buildings Energy Audits	12,000
11	Municipal Buildings Facilities Manager	55,630
12	Municipal Buildings Repair and Maintenance	40,000
13	Geographic Information System (GIS)	6,700
14	Capital Planning and Investment Fund Appropriation	50,000
15	Capital Planning and Investment Fund Debt Payment	80,825
16	Replace and Relocate Town Center Air Horn	23,195
17	Upgrade Fire Department Radio Infrastructure	28,079
18	Town Hall Building Project	3,970,000
19	DPW Boom Flail Mower	97,895
20	Well Pump Replacement	10,000
21	Replace School Zone Signs	13,000
22	Replace Carpeting at The Bromfield School with Vinyl Composite Tile	22,500
23	Ongoing Energy Project at The Bromfield School	12,000
24	Install Alarm System at The Bromfield School	10,600
25	Pave and Grade the Pond Road Parking Area	75,000
26	The Bromfield School Tennis Court Lighting and Resurfacing	24,500
27	Reconstruct and Repair Littleton County Road	750,000
28	Update of Master Plan	100,000
29	Community Preservation Committee Report	
30	Preservation of Historic Town Documents – Town Clerk	24,000
31	Harvard Municipal Affordable Housing Trust Fund	34,395
32	Conservation Commission Invasive Species Control	50,000
33	Congregational Church Restoration of Columns at Church Entrance	2,500
34	Cemetery Commission Tree Removal at Shaker Burial Ground	11,500
35	Community Preservation Committee – Administrative Expenses	2,500
36	Modification of CPA Surcharge	
37	Annual Authorization of Revolving Funds	
38	Personal Property Exemption	
39	Amend Town Bylaw – Chapter 36. Finance Committee	
40	Home Rule Petition – Means Tested Senior Citizen Property Tax exemption	
41	Accept MGL Chapter 59, Section 5K- Senior Work-Off Abatement Program	
42	Amend Protective Bylaw – Affordable Accessory Apartment	
43	Amend Protective Bylaw – Signs	
44	Amend Protective Bylaw – Solar Photovoltaic Installation	
45	Acceptance of Gifts of Property-Conservation Land	
46	Acceptance of Highway Funds	

**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 28th day of April, 2012 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: RE-VOTE OF ARTICLE 20 OF THE APRIL 2, 2011 ANNUAL TOWN MEETING

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 forestry fire fighting truck that will replace the current 1986 forestry 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 Board of Selectmen)

FINANCE COMMITTEE RECOMMENDS – the sum of \$145,000 be borrowed and that 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.

We have to re-vote this article as the Town's Bond Counsel had issues with the wording of last year's motion regarding this article.

ARTICLE 3: FISCAL YEAR 2011 CERTIFIED FREE CASH

To see if the Town will vote to transfer a sum of money from Fiscal Year 2011 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 1, 2011, a total of \$436,754, be transferred to the Capital Stabilization and Investment Fund.

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 (Fiscal Year 2013), 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.

Town of Harvard FY13 Omnibus Budget

Line #	Department/Account	Actual FY10	Actual FY11	Budget FY12	Request FY13
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GENERAL GOVERNMENT

Selectmen

1	Personnel	142,246	147,154	157,697	165,534	
2	Town Audit	17,000	12,000	12,000	15,000	
	Expenses	9,542	8,894	9,000	11,500	
	Copy Machine	2,908	2,422	3,700	3,500	
	Postage	16,840	16,561	18,500	17,000	
	Court Judgements		105,000			
3	Total Expenses	29,290	132,877	31,200	32,000	
	Total Selectmen	188,536	292,031	200,897	212,534	5.79%

Finance Committee

4	Expenses	173	173	200	200	0.00%
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Finance Department

	Personnel	270,999	284,558	288,252	293,350	
	Certification Compensation	2,000	1,000	2,000	2,000	
5	Total Personnel	272,999	285,558	290,252	295,350	
	Technology Services & Supplies	26,211	25,784	30,000	33,000	
	Expenses	81,250	83,812	86,200	90,300	
6	Total Expenses	107,461	109,596	116,200	123,300	
7	Technology	9,450	14,990	15,000	15,000	
	Total Finance Department	389,910	410,144	421,452	433,650	2.89%

Legal

	Town Counsel Fees & Expenses	20,161	14,202	33,000	33,000	
	Other Legal Fees & Expenses	78,876	13,890	18,000	18,000	
8	Total Legal	99,037	28,092	51,000	51,000	0.00%

Personnel Board

9	Expenses	100	-	100	100	0.00%
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Town Clerk

	Personnel	64,157	64,164	65,263	66,108	
	Certification Compensation	1,000	1,000	1,000	1,000	
10	Total Personnel	65,157	65,164	66,263	67,108	
	Expenses	2,918	1,970	2,300	2,550	
	Publications Reprinting/Codification	4,650	4,555	4,750	4,800	
11	Total Expenses	7,568	6,525	7,050	7,350	
	Total Town Clerk	72,725	71,689	73,313	74,458	1.56%

Town of Harvard FY13 Omnibus Budget

Line #	Department/Account	Actual FY10	Actual FY11	Budget FY12	Request FY13
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Elections & Registrars

	Registrars' Honoraria	200	500	500	500	
	Election Officers (Police)	625	-	-	-	
	Expenses	3,810	6,438	6,758	8,400	
	Census	485	490	600	650	
12	Total Elections & Registrars	5,120	7,428	7,858	9,550	21.53%

Land Use Boards

13	Personnel	44,068	45,050	46,637	48,452	
	Conservation Expenses	425	751			
	ZBA Expenses	58	501			
	Planning Board Expenses	721	456			
	Office Supplies			1,000	1,000	
	Purchase Services			1,600	1,600	
	MRPC Assessment	1,460	1,460	1,500	1,541	
14	Total Expenses	2,663	3,168	4,100	4,141	
	Total Land Use Boards	46,731	48,218	50,737	52,593	3.66%

Personnel includes \$11,292 to be transferred from Wetlands Protection Fund.

Public Buildings

15	Personnel	22,707	23,236	24,074	24,998	
	Operating Expenses	17,256	29,234	32,000	32,000	
	Energy	109,589	126,577	130,000	130,500	
	Maintenance & Equipment	15,344	10,880	26,400	34,300	
	Waste Water Treatment Ops.	76,710	51,877	85,000	85,000	
16	Total Expenses	218,899	218,569	273,400	281,800	
	Total Public Buildings	241,606	241,805	297,474	306,798	3.13%

Annual Town Reports

17	Expenses	3,915	3,858	2,000	4,000	100.00%
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TOTAL GENERAL GOVERNMENT	1,047,853	1,103,438	1,105,031	1,144,883	3.61%
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Town of Harvard FY13 Omnibus Budget

Line #	Department/Account	Actual FY10	Actual FY11	Budget FY12	Request FY13	
PUBLIC SAFETY						
Police Department						
18	Personnel	762,740	762,975	784,390	801,451	
	Public Safety Building	37,662	40,350	28,800	32,800	
	Cruiser Maintenance	10,472	10,922	10,000	10,000	
	Supplies & Expenses	21,366	27,965	30,700	49,035	
19	Total Expenses	69,500	79,237	69,500	91,835	
	Total Police Department	832,240	842,212	853,890	893,286	4.61%
Communications Department						
20	Personnel	187,873	184,971	185,757	190,518	
21	Expenses	17,224	18,700	18,700	18,887	
	Total Communications Department	205,097	203,671	204,457	209,405	2.42%
Fire Department						
22	Personnel	161,387	215,970	164,925	168,930	
	Expenses	31,822	32,915	32,000	44,000	
	Radio Replacement & Repair	1,408	1,156	2,250	2,250	
	Protective Equipment	840	1,377	1,400	9,000	
23	Total Expenses	34,070	35,448	35,650	55,250	
	Total Fire Department	195,457	251,418	200,575	224,180	11.77%
Ambulance						
	Expenses	-	-	-	-	
	Training	-	-	-	-	
	Ambulance Regular Operating Exp.	-	-	-	-	
	Additional Training and Other	-	-	-	-	
	Total Ambulance *	-	-	-	-	
Building & Zoning Inspector						
24	Fees & Expenses	87,888	90,177	50,000	50,000	0.00%
Gas Inspector						
25	Fees & Expenses	2,617	2,565	4,000	4,000	0.00%
Plumbing Inspector						
26	Fees & Expenses	7,061	7,163	7,000	7,000	0.00%
Wiring Inspector						
27	Fees & Expenses	14,532	12,950	9,000	9,000	0.00%
Animal Control						
	Personnel	16,500	16,500	16,500	16,500	
	Expenses	50	-	750	750	
28	Total Animal Control	16,550	16,500	17,250	17,250	0.00%
Tree Warden						
29	Expenses	13,864	13,783	14,000	14,000	0.00%
TOTAL PUBLIC SAFETY		1,375,306	1,440,439	1,360,172	1,428,121	5.00%

Town of Harvard FY13 Omnibus Budget

Line #	Department/Account	Actual FY10	Actual FY11	Budget FY12	Request FY13
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SCHOOLS

Local Schools

	<u>Administration</u>					
	Salaries/Benefits	370,518	379,922	331,839	371,297	
	Transportation	314,510	304,362	309,966	313,380	
	Other Expenses	126,691	116,097	111,100	33,120	
	Total Administration	811,719	800,381	752,905	717,797	
	<u>Maintenance</u>					
	Salaries	427,971	439,737	450,307	434,516	
	Utilities	333,702	370,086	322,000	344,340	
	Other Expenses	283,783	399,498	206,000	123,308	
	Total Maintenance	1,045,456	1,209,321	978,307	902,164	
	<u>Harvard Elementary School</u>					
	Salaries	2,477,799	2,480,384	2,746,538	2,316,240	
	Expenses	66,531	67,315	63,950	92,367	
	Total Elementary	2,544,330	2,547,699	2,810,488	2,408,607	
	<u>The Bromfield School</u>					
	Salaries	4,055,709	4,116,265	4,207,254	3,605,174	
	Expenses	113,657	111,203	118,500	136,326	
	Total Bromfield	4,169,366	4,227,468	4,325,754	3,741,500	
	<u>Pupil Personnel Services (SPED)</u>					
	Salaries	1,770,452	1,854,335	1,782,915	1,863,935	
	Other Expenses	46,316	39,797	37,100	63,719	
	Collaborative Services	261,244	380,516	590,968	141,648	
	Transportation	284,143	322,398	286,550	332,861	
	Tuition	1,162,002	1,279,602	1,151,311	909,825	
	Pre-School Salaries	205,646	177,657	228,026	161,455	
	Pre-School Expenses	6,937	2,972	7,500	2,600	
	Total Pupil Personnel Services	3,736,740	4,057,277	4,084,370	3,476,043	
	<u>Technology</u>					
	Salaries	108,496	112,687	127,723	130,111	
	Expenses	71,501	76,553	82,000	109,108	
	Total Technology	179,997	189,240	209,723	239,219	
	Subsidies from Other Funds	(1,448,570)	(1,838,759)	(1,807,076)	<i>incl. above</i>	
30	Total Local Schools	11,039,038	11,192,627	11,354,471	11,485,330	1.15%

31	Montachusett Regional Voc. Tech.	65,117	87,382	87,760	76,807	-12.48%
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TOTAL SCHOOLS	11,104,155	11,280,009	11,442,231	11,562,137	1.05%
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PHYSICAL ENVIRONMENT

Dept. of Public Works

32	Personnel	581,996	598,690	607,112	643,642	
	Maintenance & Equipment	136,189	182,206	145,750	145,500	
	Fuel	63,520	73,577	65,000	65,000	
	Improvements & Construction	35,307	34,337	50,000	50,000	
	Snow & Ice Removal	145,997	117,865	96,000	96,000	
	Telephone & Electricity	10,567	10,014	10,500	10,500	
33	Total Expenses	391,580	417,999	367,000	367,000	
	Total Dept. of Public Works	973,576	1,016,689	974,112	1,010,642	3.75%

Town of Harvard FY13 Omnibus Budget

Line #	Department/Account	Actual FY10	Actual FY11	Budget FY12	Request FY13	
Solid Waste Transfer						
34	Transfer Station Expenses	188,391	146,890	188,500	178,500	
35	Hazardous Waste Disposal *	-	8,000	3,500	3,500	
	Total Solid Waste Transfer	188,391	154,890	192,000	182,000	-5.21%
Street Lights & Traffic Signal						
36	Expenses	5,268	5,425	5,500	5,700	3.64%
Water Department						
37	Expenses	15,564	16,951	16,000	17,500	9.38%
Pond Committee						
38	Expenses	39,875	33,500	33,500	33,500	0.00%
Cemeteries						
39	Expenses	1,679	2,874	2,500	2,500	0.00%
TOTAL PHYSICAL ENVIRONMENT		1,224,353	1,230,328	1,223,612	1,251,842	2.31%
HUMAN SERVICES						
Board of Health						
40	Personnel	7,888	5,114	7,641	7,977	
	Expenses	1,207	472	600	600	
	Nashoba Assoc. Boards of Health	19,110	19,110	21,021	21,231	
	Concord Family Services	-	-	-	-	
	Minuteman Home Center	-	763	765	1,018	
41	Total Expenses	20,317	20,345	22,386	22,849	
	Total Board of Health	28,205	25,459	30,027	30,826	2.66%
Council on Aging						
42	Personnel	68,529	69,428	71,989	76,603	
43	MART Personnel	23,362	21,000	24,240	23,563	
44	Expenses	1,550	1,024	1,975	1,975	
45	MART Van Expenses	579	522	1,000	1,000	
	Total Expenses	2,129	1,546	2,975	2,975	
	Total Council on Aging	94,020	91,974	99,204	103,141	3.97%
Veterans' Services						
	Personnel	1,000	-	1,000	1,000	
	Expenses	642	1,072	1,500	1,500	
	Benefits	9,139	7,636	12,000	12,000	
	Total Expenses	9,781	8,708	13,500	13,500	
46	Total Veterans' Services	10,781	8,708	14,500	14,500	0.00%
TOTAL HUMAN SERVICES		133,005	126,141	143,730	148,467	3.30%

Town of Harvard FY13 Omnibus Budget

Line #	Department/Account	Actual FY10	Actual FY11	Budget FY12	Request FY13
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CULTURE AND RECREATION

Library

47	Personnel	346,067	355,815	365,710	374,237	
48	Expenses	137,402	140,977	145,808	144,394	
	Total Library	483,469	496,792	511,518	518,631	1.39%

Parks & Recreation

49	Commons & Schools/Grounds Exp.	17,679	17,499	21,650	21,650	
50	Beach Expense	11,624	6,111	13,295	13,295	
51	Beach Personnel - Director	9,780	7,853	7,931	8,174	
52	Groundskeeping Personnel	14,373	28,157	28,157	28,157	
	Total Parks & Recreation	53,455	59,620	71,033	71,276	0.34%

Historical Commission

53	Expenses	100	-	100	100	0.00%
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Agricultural Commission

54	Expenses				500	100.00%
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TOTAL CULTURE AND RECREATION	537,024	556,412	582,651	590,507	1.35%
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RECURRING CAPITAL EXPENDITURES

55	Police Cruiser	27,000	27,000	29,000	29,000	
56	Public Works Equipment	67,948	65,701	70,000	70,000	
	TOTAL RECURRING CAPITAL EXP.	94,948	92,701	99,000	99,000	0.00%

INSURANCE AND FRINGES

Property/Liability

57	Insurance	137,223	134,920	139,000	145,000	4.32%
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Employee Benefits

	Worcester Regional Retirement	512,602	533,494	569,157	611,547	
	Workers' Compensation Insurance	71,082	72,158	72,000	73,000	
	Unemployment Insurance	70,813	64,821	60,000	60,000	
	Medicare	163,108	170,452	170,000	174,000	
	Health Insurance	1,848,951	1,944,615	2,312,500	2,360,625	
	Life Insurance	5,002	5,024	6,000	6,000	
	Deferred Compensation	18,081	10,309	20,000	20,000	
	Disability Insurance	22,049	22,384	23,000	23,000	
	Benefits Administration	2,626	998	3,500	3,500	
58	Total Employee Benefits	2,714,313	2,824,255	3,236,157	3,331,672	2.95%

TOTAL INSURANCE AND FRINGES	2,851,536	2,959,175	3,375,157	3,476,672	3.01%
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TOTAL OPERATING BEFORE DEBT	18,368,181	18,788,642	19,331,584	19,701,629	1.91%
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Town of Harvard FY13 Omnibus Budget

Line #	Department/Account	Actual FY10	Actual FY11	Budget FY12	Request FY13	
NON-EXCLUDED DEBT						
Debt Expense						
59	Bond Anticipation/Borrowing Cost	1,500	1,500	4,700	1,700	-63.83%
Permanent Debt						
60	HES Roof (2000) Principal	3,000	-	-	-	
61	HES Roof (2000) Interest	73	-	-	-	
	Total Payments	3,073	-	-	-	0.00%
TOTAL NON-EXCLUDED DEBT						
		4,573	1,500	4,700	1,700	-63.83%
TOTAL OPERATING AFTER NON-EXCLUDED DEBT						
		18,372,754	18,790,142	19,336,284	19,703,329	1.90%
EXCLUDED DEBT						
Permanent Debt						
62	Public Safety Building (2000) Principal	135,000	135,000	135,000	135,000	
63	Public Safety Building (2000) Interest	79,219	72,533	65,745	58,995	
64	Public Safety Bld Land (2000) Principal	30,000	40,000	-	-	
65	Public Safety Bld Land (2000) Interest	2,678	975	-	-	
66	Public Safety Bld Plan (2000) Principal	10,000	10,000	-	-	
67	Public Safety Bld Plan (2000) Interest	486	122	-	-	
68	Tripp Land (2000) Principal	25,000	-	-	-	
69	Tripp Land (2000) Interest	606	-	-	-	
70	Vesenska Land (2000) Principal	20,000	20,000	-	-	
71	Vesenska Land (2000) Interest	1,460	488	-	-	
72	HES Lighting (2000) Principal	2,000	-	-	-	
73	HES Lighting (2000) Interest	49	-	-	-	
74	Bromfield School (2004) Principal	315,000	315,000	315,000	315,000	
75	Bromfield School (2004) Interest	181,026	171,263	159,845	148,479	
76	Library (2004) Principal	135,000	135,000	135,000	135,000	
77	Library (2004) Interest	77,741	72,677	67,785	62,891	
78	School Roof (2006) Principal	125,000	125,000	125,000	125,000	
79	School Roof (2006) Interest	40,000	34,063	28,438	23,125	
	Total Payments	1,180,265	1,132,121	1,031,813	1,003,490	-2.74%
Temporary Debt						
	Exempt BAN				4,000	
80					4,000	100.00%
TOTAL EXCLUDED DEBT						
		1,180,265	1,132,121	1,031,813	1,007,490	-2.36%
GRAND TOTAL OMNIBUS BUDGET						
		19,553,019	19,922,263	20,368,097	20,710,819	1.68%
ENTERPRISE FUND:						
Sewer Department						
	Operating Expenses	NA	NA	NA	100,000	
	Total Expenses	-	-	-	100,000	
81	Total Sewer	-	-	-	100,000	New

All funds for operations to be funded by rates.

Sewer Debt to begin in FY14 and funded by exempt debt and betterments.

ARTICLE 5: RESERVE FUND – FISCAL YEAR 2013

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 2013), 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 FY11 Reserve Fund Transfers.

ARTICLE 6: FIRE DEPARTMENT – FIRE GEAR LOCKERS

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 Fire Gear Lockers to store 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, 2013 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 \$7,000 to be raised and appropriated to provide the call fire department with easier access to and protection of their firefighting gear.

ARTICLE 7: FIRE DEPARTMENT – THERMAL IMAGING CAMERAS

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 two Thermal Imaging Cameras for use by the Fire Department, 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 Fire Department)

FINANCE COMMITTEE RECOMMENDS – the sum of \$12,000 to be raised and appropriated to provide the call fire department with the necessary equipment to protect the Town.

ARTICLE 8: FIRE DEPARTMENT – S.A.F.E. PROGRAM REVOLVING FUND

To see if the Town will vote to authorize a Revolving Fund Account, as allowed by Massachusetts General Laws Chapter 44, Section 53E ½, to be used to fund the Fire Department's S.A.F.E. Program with the revenue coming from annual Burning Permits and that the revenue or expenditures of this account not to exceed \$15,000 in Fiscal Year 2013, or pass any vote or votes in relation thereto.

(Inserted by Fire Department)

FINANCE COMMITTEE RECOMMENDS – the passage of this article to establish a S.A.F.E. Program Revolving Fund. The fund will receive all revenue from the issuance of burning permits to operate the S.A.F.E. Program in the Harvard Public Schools.

ARTICLE 9: ECONOMIC DEVELOPMENT COMMITTEE - BUDGET

To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to provide the Economic Development Committee with a budget for Fiscal Year 2013, 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 Economic Development Committee)

FINANCE COMMITTEE RECOMMENDS - the sum of \$1,000 be raised and appropriated to provide for the use of the Economic Development Committee. A sum of \$500 may be appropriated annually thereafter.

ARTICLE 10: PUBLIC BUILDINGS – ENERGY AUDITS

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 Town Energy Advisory Committee, with the approval of the Board of Selectmen, for the purpose of conducting energy studies to identify opportunities to improve the efficiency of the following eight town buildings: Public Safety Building, Highway Department Buildings, New Library, Center Fire Station, Still River Fire Station, Old Fire Station/Ambulance Building, The Bromfield House, and the Old Library, 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 Harvard Energy Advisory Committee)

FINANCE COMMITTEE RECOMMENDS - the sum of \$12,000 be raised and appropriated to conduct energy audits of eight Town buildings; the purpose of which is to identify specific opportunities to improve efficiencies in each building. The plan is to utilize the anticipated findings to develop custom solutions for each building that would ultimately result in reduced energy costs to the Town.

ARTICLE 11: MUNICIPAL BUILDINGS - FACILITIES MANAGER

To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to be expended by the Board of Selectmen, to contract with an individual or individuals to manage the non-school municipal buildings and to provide for minimal expenses for this function, 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 Board of Selectmen)

FINANCE COMMITTEE RECOMMENDS –the sum of \$55,630 to contract with an individual or individuals and to provide funds for repairs. The Town has a huge backlog of repairs and maintenance for Town buildings. Creating this position is the next step in a systematic approach to resuming and improving maintenance of Town buildings (the Galeota report, enumerating repairs needed for Town buildings was the first step). The Galeota report helps provide a framework for addressing these long-pressing needs; the facilities manager will provide the focus and execution needed. The Finance Committee wishes to avoid adding ongoing fixed costs to the Town budget, so it felt that making this a part-time, contractor role (rather than a full-time employee role) would serve the Town in the most cost-effective way.

ARTICLE 12: MUNICIPAL BUILDINGS - REPAIR AND MAINTENANCE

To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to be expended the Town Administrator, with the approval of the Board of Selectmen, to begin to address the issues outlined in the Galeota Report dated December 2011 and filed in the Office of the Town Clerk regarding the condition of our non-school municipal buildings, 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 Board of Selectmen and Finance Committee)

FINANCE COMMITTEE RECOMMENDS –the sum of \$40,000 to be raised and appropriated. This article will help the town begin the process of catching up with long-neglected maintenance of our public buildings. With a facility manager in place, the Town can begin to address the large inventory of repairs itemized in the recent Galeota report. The Finance Committee feels that resuming regular maintenance will save the Town money in the long run, by helping avoid the need for expensive repairs and renovation in the future.

ARTICLE 13: GEOGRAPHIC INFORMATION SYSTEM

To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to be expended by the Finance Director in coordination with the Assessor's Office, to provide for Geographic Information Service for the Town's Assessing database, 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 Finance Department)

FINANCE COMMITTEE RECOMMENDS – the sum of \$6,700 be raised and appropriated for dimension data conversion from Harvard maps to the Mass GIS geographic database.

ARTICLE 14: CAPITAL PLANNING AND INVESTMENT FUND – APPROPRIATION

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 Capital Planning and Investment Fund, or pass any vote or votes in relation thereto.

(Inserted by Finance Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$50,000 be raised and appropriated to the Capital Planning and Investment Fund. This appropriation will replenish some of the funds used for capital projects in Fiscal Year 2013 and provide funding for proposed capital requests in future years.

ARTICLE 15: CAPITAL PLANNING AND INVESTMENT COMMITTEE – CPIC DEBT PAYMENT

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 Town Treasurer, with the approval of the Board of Selectmen, to fund Capital Planning Investment Committee's debt service for fiscal year 2013, 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 \$80,825 be appropriated from the Capital Stabilization and Investment Fund.

ARTICLE 16: FIRE DEPARTMENT - REPLACE AND RELOCATE TOWN CENTER AIR HORN

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 air horn for the Fire Department and to relocate it to the center fire station , 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 Fire department and Capital Planning and Investment Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$23,195 be appropriated from the Capital Stabilization and Investment Fund.

ARTICLE 17: FIRE DEPARTMENT – UPGRADE RADIO INFRASTRUCTURE

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 upgrade the radio infrastructure for the Town , 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 Fire Department and Capital Planning and Investment Committee)

FINANCE COMMITTEE DEFERS COMMENT UNTIL TOWN MEETING

ARTICLE 18: BOARD OF SELECTMEN - TOWN HALL BUILDING PROJECT

To see if the Town will vote to appropriate a sum of money to be expended under the direction of the Board of Selectmen and the Municipal Building Committee for the design, construction, reconstruction, renovation and historical preservation of the Harvard Town Hall, including, but not limited to handicapped accessibility improvements and the installation of a new heating, ventilating and air conditioning system; and determine whether such appropriation shall be provided by taxation, transfer from available funds, including monies in the Community Preservation Fund, transfer from funds appropriated for another purpose, grants received from the Commonwealth of Massachusetts or the federal government, borrowing pursuant to the provisions of Massachusetts General Laws Chapter 44 or any combination of such funding sources, contingent upon the passage of a Proposition 2 1/2 debt exclusion ballot question at the 2012 Annual Town Election, or pass any vote or votes in relation thereto.

(Inserted by Board of Selectmen and Capital Planning and Investment Committee)

FINANCE COMMITTEE RECOMMENDS - the borrowing of \$3,970,000 to fund the design, construction, reconstruction, renovation, and historic preservation of Town Hall.

Various committees have been studying the conditions and needs of this building since 2006, and the current Municipal Building Committee (MBC) has recently presented schematic design plans and cost estimates for this 140-year old center of Town government. We believe that we should now move forward as proposed by the MBC and begin to address the existing deplorable conditions and significant liabilities that have been created by years of deterioration and neglect. This project will improve access to both levels of the building, reduce operating expenses through energy efficiency and create a pleasant and safe atmosphere for Town Hall staff and the public. Of this total amount, the Community Preservation Committee (CPC) has committed to funding \$1,000,000 of the bond over its 20-year life. The debt service will be provided by a portion of the existing 1.1% surcharge on property tax bills. As such, there will be no impact from this borrowing on the average single-family home tax bill in FY13. In addition to these monies being used for the Historic Preservation of Town Hall, there will still be funds left for the CPC to allocate the required 10% of each year's receipts to Affordable Housing and Open Space and Recreation.

(Please refer to Warrant Article #36 where the CPA surcharge is being proposed to increase from 1.1% to 3.0%, effective in FY14.)

The balance of the bond of \$2,970,000 will be funded by excluded debt and is contingent upon the passage of Ballot Question #1 at the Annual Town Election of May 1, 2012. Please refer to the text of Ballot Question #1 at the end of this warrant. Assuming a 4% interest rate, we estimate the impact on the average single-family home tax bill to be approximately \$110 per year over the 20-year term of the bond.

ARTICLE 19: DEPARTMENT OF PUBLIC WORKS – PURCHASE NEW BOOM FLAIL MOWER

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 purchase a new boom flail mower, 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 Department of Public Works and Capital Planning and Investment Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$97,895 be appropriated from the Capital Stabilization and Investment Fund.

ARTICLE 20: WATER DEPARTMENT – WELL PUMP REPLACEMENT

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 replace a well pump, 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 Department of Public Works and Capital Planning and Investment Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$10,000 be appropriated from the Capital Stabilization and Investment Fund.

ARTICLE 21: SCHOOL DEPARTMENT – SCHOOL ZONE SIGNS

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 replace the flashing school zone signs on Massachusetts Avenue, 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 School Department and Capital Planning and Investment Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$13,000 be appropriated from the Capital Stabilization and Investment Fund.

ARTICLE 22: THE BROMFIELD SCHOOL – REPLACE CARPETING WITH VINYL COMPOSITE TILE (VCT)

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 replace carpeting at The Bromfield School in various locations with Vinyl Composite Tile, 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 School Department and Capital Planning and Investment Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$22,500 be appropriated from the Capital Stabilization and Investment Fund.

ARTICLE 23: THE BROMFIELD SCHOOL – ONGOING ENERGY PROJECT

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 repair and finish punch list items for the ongoing energy project at The Bromfield School, 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 School Department and Capital Planning and Investment Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$52,500 be appropriated from the Capital Stabilization and Investment Fund.

ARTICLE 24: THE BROMFIELD SCHOOL – ALARM 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 School Department, with the approval of the School Committee, to install an alarm system at the Bromfield School, 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 School Department and Capital Planning and Investment Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$10,600 be appropriated from the Capital Stabilization and Investment Fund.

ARTICLE 25: SCHOOL DEPARTMENT – POND ROAD PARKING AREA

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 grade and pave the Pond Road parking area, 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 School Department and Capital Planning and Investment Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$75,000 be appropriated from the Capital Stabilization and Investment Fund.

ARTICLE 26: THE BROMFIELD SCHOOL – TENNIS COURT LIGHTING AND RESURFACING

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 repair the lighting at and resurface the tennis courts at The Bromfield School, 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 School Department and Capital Planning and Investment Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$24,500 be appropriated from the Capital Stabilization and Investment Fund.

ARTICLE 27: RECONSTRUCT AND REPAIR LITTLETON COUNTY ROAD (from Old Schoolhouse Road to the Littleton town line)

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 Old Schoolhouse Road to the Littleton town line, contingent upon the passage of a Proposition 2 1/2 debt exclusion ballot question at the 2012 Annual Town Election, or pass any vote or votes in relation thereto.

(Inserted by Board of Selectmen and Capital Planning and Investment Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$750,000 be borrowed using exempt debt to finish rebuilding Littleton County Road, contingent upon the passage of Ballot Question #2 at the Annual Town Election of May 1, 2012. Please refer to the text of Ballot Question #2 at the end of this warrant. Assuming a 4% interest rate, we estimate the impact on the average single-family home tax bill to be approximately \$30 per year over the 20-year term of the bond.

ARTICLE 28: UPDATE OF MASTER PLAN

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 expended by the Planning Board 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 RECOMMENDS – the sum of \$100,000.00 be transferred from the Overlay Surplus to fund Phase II and completion of an update to the Town’s Master Plan, previously prepared in 2002. The Master Plan provides a framework for development in our town during the next 10 years and establishes a comprehensive and shared vision of the future. This process engages experts and residents to explore and understand critical issues affecting our growth, set practical goals and policies, and create a task-oriented implementation plan to manage development in Harvard.

ARTICLE 29: 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 2013 Community Preservation Budget, or pass any vote or votes in relation thereto.

(Inserted by Community Preservation Committee)

ARTICLE 30: PRESERVATION OF HISTORIC TOWN DOCUMENTS

To see if the Town will vote to appropriate and transfer from Fiscal Year 2013 Community Preservation Revenues the sum of \$24,000 to be expended by the Town Clerk, for restoration and preservation of historic town documents, 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 Town Clerk and Community Preservation Committee)

ARTICLE 31: HARVARD MUNICIPAL AFFORDABLE HOUSING TRUST FUND

To see if the Town will vote to appropriate and transfer from Fiscal 2013 Community Preservation Revenues the sum of \$34,028 and from Community Preservation Fund Housing Reserves the sum of \$367 (for a total of \$34,395) to be placed in the Municipal Affordable Housing Trust Fund, or pass any votes or votes in relation thereto.

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

ARTICLE 32: CONSERVATION COMMISSION – INVASIVE SPECIES CONTROL

To see if the Town will vote to appropriate and transfer from Fiscal 2013 Community Preservation Revenues the sum of \$26,000 and from Community Preservation Fund unspecified reserves \$24,000 (for a total of \$50,000) to be expended by the Conservation Commission for the removal and control of invasive species plants, with unexpended funds as of June 30, 2015 being returned to their funding sources, or pass any votes or votes in relation thereto.

(Inserted by Conservation Commission and Community Preservation Committee)

ARTICLE 33: CONGREGATIONAL CHURCH – RESTORE COLUMNS AT ENTRANCE

To see if the Town will vote to appropriate and transfer from Fiscal 2013 Community Preservation Revenues the sum of \$2,500 to the Congregational Church for the restoration of the front entrance columns with unexpended funds as of June 30, 2013 being returned to their funding sources, or pass any votes or votes in relation thereto.

(Inserted by Congregational Church and Community Preservation Committee)

ARTICLE 34: CEMETERY COMMISSION – SHAKER BURIAL GROUND TREE REMOVAL

To see if the Town will vote to appropriate and transfer from Community Preservation Fund unspecified reserves the sum of \$11,500 to be expended by the Cemetery Commissioners for tree removal in the Shaker Burial Ground, with unexpended funds as of June 30, 2013 being returned to their funding sources, or pass any votes or votes in relation thereto.

(Inserted by Cemetery Commission and Community Preservation Committee)

ARTICLE 35: COMMUNITY PRESERVATION COMMITTEE – ADMIN. 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, 2013 being returned to their funding source, or pass any vote or votes in relation thereto.

(Inserted by Community Preservation Committee)

ARTICLE 36: MODIFICATION OF CPA SURCHARGE

To see if the Town will vote to amend the rate of the property tax surcharge previously established by the Town under the provision of Massachusetts General Laws Chapter 44B, the Community Preservation Act, by increasing said surcharge from 1.1% to 3.0% effective July 1, 2013, or pass any vote or votes in relation thereto

(Inserted by Board of Selectmen)

FINANCE COMMITTEE RECOMMENDS – increasing the property tax surcharge from the existing 1.1% to 3.0%. There are two main advantages to this action:

1. Going to the 3.0% maximum will not only result in an increase in our State Matching funds, it will also allow Harvard to be eligible for the second and third rounds of State Matching, which are only awarded to communities which have adopted the 3.0% rate. We estimate the total additional Matching funds would amount to approximately \$100,000. These funds would be available for the Community Preservation Committee (CPC) to recommend for any of the three permitted uses: Affordable Community Housing, Historic Preservation, and Open Space and Recreation.

2. The additional surcharge dollars raised will allow the CPC to allocate additional amounts to pay for future bonds that would be issued for the proposed Historic Preservation projects such as Hildreth House and the Old Library. To the extent such funds are used, there would be no need or less need for excluded debt for these projects.

With this proposed increase of 1.9%, we estimate the impact on the average single-family home tax bill to be approximately \$170 per year, permanently.

If the vote (majority) for this article passes, the increase would have to be ratified by the voters (majority) at the Presidential Election of November 6, 2012. The increase would then be effective on July 1, 2013 for FY14.

In the future, should the Town decide that it wants to reduce or eliminate the CPA surcharge, such an action could take place after five years with a Town Meeting vote and approval at a regularly scheduled election.

ARTICLE 37: 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 2013, 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 2013, 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 2013, 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 2013,

or pass any vote or votes in relation thereto.

(Inserted by Board of Selectmen)

FINANCE COMMITTEE RECOMMENDS – re-authorizing these revolving funds.

ARTICLE 38: PERSONAL PROPERTY EXEMPTION

To see if the Town will vote to accept Chapter 59, Section 5, Clause 54th of the Massachusetts General Laws establishing a minimum fair cash value of \$5,000.00 for personal property accounts to be taxed by the Town, or pass any vote or votes in relation thereto.

(Submitted by the Harvard Board of Assessors)

FINANCE COMMITTEE RECOMMENDS –the passage of this article. The increase in the personal property exemption from \$2,500 to \$5,000 will result in a savings of time and paperwork and add efficiency to Town operations, with negligible impact on the budget.

ARTICLE 39: AMEND TOWN BYLAWS – CHAPTER 36. FINANCE COMMITTEE

To see if the Town will vote to amend Chapter 36. Finance Committee by adding a new section as follows:

“§ 36-6. Quorum.

“Associate members may be impaneled by the Chair of the Finance Committee, or any member of the Finance Committee acting as Chair, for the purposes of establishing a quorum of the Finance Committee. Such associate members shall have the authority to vote during meetings of the Finance Committee, unless or until a member joins the meeting so as to constitute a quorum of the Committee, in which case any such associate member so impaneled shall be replaced by member without action by the Chair.. The associate members will be impaneled by seniority, with the most senior associate member being impaneled first.”

or pass any vote or votes in relation thereto.

(Inserted by Finance Committee)

FINANCE COMMITTEE RECOMMENDS – the passage of this article. This article will allow the Finance Committee to hold sessions when full members are unable to attend or may be late by temporarily elevating associate members to achieve a quorum allowing us to get our work done.

ARTICLE 40: HOME RULE PETITION – MEANS TESTED SENIOR CITIZENS PROPERTY TAX EXEMPTION

To see if the Town of Harvard petition the General Court of the Commonwealth of Massachusetts to enact special legislation, substantially the same, as follows:

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same as follows:

SECTION 1. With respect to each qualifying parcel of real property classified residential in the town of Harvard there shall be a cap on property taxes equal to 10 percent of the total annual household income, except that if the cap described in Section 3 is exceeded by a higher percentage and except that in no event shall property taxes be reduced by more than 50 percent 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. The Board of Assessors may deny an application if they find the applicant has excessive assets that place them outside of the intended recipients of the senior exemption created by this act. 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: single applicant \$51,000, single head of household applicant \$64,000, married applicant filing jointly \$77,000; Qualifying incomes will be adjusted annually to reflect cost of living adjustments (COLA) published by the Department of Revenue.
- (b) the qualifying real estate is owned by a single applicant having reached age 67 at the close of the previous tax year or if a joint application the real estate is owned by the joint applicants at least one of said joint applicants must have reached age 67 and the other reached age 60 at the close of the previous tax year;
- (c) the qualifying real estate is owned and occupied by the applicant or joint applicants at least 6 months plus 1 day each year;
- (d) the applicant or at least one of the joint applicants 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 or joint applicant's primary residence is no greater than the average assessed value of a single family in the town of Harvard plus 10 percent, as measured for the tax year immediately previous to the tax year for which the application for exemption is filed.
- (f) the Board of Assessors has approved the application

Section 3. The exemption provided for this act shall be in addition to any other exemptions allowable under the General Laws, except that there shall be a dollar cap on all the exemptions granted by this act equal to 5 percent of the previous fiscal year's total tax levy for Harvard. After the first year of enactment, the total cap on the exemptions granted by this act shall be set annually by the board of selectmen within a range of .5 percent and 1 percent of the previous fiscal year's total tax levy for Harvard. Exemptions under this statute will be funded and dispersed through the assessors' overlay account in the same manner as exemptions granted under M.G.L. 59, Section 5, Clauses 17 and 41.

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. This form will be made available in the assessor's office with the supporting documentation as described in the application. The application shall be filed by January 31 of each year for which the applicant seeks the exemption for the fiscal year commencing the following July 1, except for the first year following the adoption. The Board of Assessors shall set the deadline in a manner that provides at least 60 days in which to apply for the fiscal year that begins following the act becoming effective.

Section 5. For the purposes of this act, "parcel" shall be a dwelling unit as defined by the Board of Assessors in accordance with the deed for the property, and shall include a condominium unit.

Section 6. For the purpose of the exemption, "total annual household income" shall be the sum of the applicant's or joint applicant's "total taxable 5.3 percent 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 calculations, such as income from Social Security benefits, cash public assistance, tax-exempted interest and dividends, capital gains, income from a partnership or trust, returns on capital reported on Schedule C and excluded 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. This act shall become effective 30 days after the affirmative vote.

Section 8. Acceptance of this act by the town of Harvard shall automatically expire after three years unless reaffirmed by the affirmative vote of a majority of the voters at a Town Meeting. Once reaffirmed, it shall take an affirmative vote by two-thirds of the voters at a regular or special election at which the question of revocation has been placed on the ballot by a majority vote of then sitting members of the Board of Selectmen for this act to be revoked.

Section 9. The selectmen and/or the Board of Assessors may make technical and procedural changes, if they decide such changes will: (1) make the administration of the act more efficient, (2) make it easier to comply with the regulations of Massachusetts Department of Revenue, or (3) for any other good reason. Such changes shall not require further approval by the Legislature.

Or pass any vote or votes in relation thereto.

(Inserted by Board of Selectmen on behalf of the Elderly and Disabled Taxation Aid Committee)

FINANCE COMMITTEE DOES NOT RECOMMEND –passage of this article. Harvard's Elderly and Disabled Tax Committee noted that it is not easy to quantify the financial impact of this to the Town. Other towns such as Sudbury and Hamilton have completed analyses of programs like this, and estimated the range is about \$75,000-\$150,000 per year. The numbers will vary by year; Hamilton's first year cost to taxpayers was \$73,000. The Elderly and Disabled Tax Committee believes the first year of the program can be covered by the existing Overlay budget of \$85,000. Here is the problem: the Town's Overlay budget (the allowance for tax exemptions and abatements) is a static set-aside-- it does not grow at \$85,000 per year. Currently, at least \$50,000 per year is spent on current exemptions and abatements; of that amount, up to \$10,000 goes toward the senior tax work-off program. So, unfortunately, if the \$85,000 is spent out of the Overlay budget for the first year of the senior citizen tax exemption, there will be none left to cover the other exemptions and abatements that the Town is already committed to, or cover the senior tax exemption itself in the following years. Thus, after the first year, the Town would have to take the funds from the operating budget or raise them some other way.

The Finance Committee wishes to support seniors staying in Town, and we feel there are more cost-effective ways to do this. For example, we support the move of the MART dispatcher from Town Hall to Hildreth House; and we recommend the warrant article that increases the senior tax work-off abatement maximum and allows a proxy to perform the services.

ARTICLE 41: MASSACHUSETTS GENERAL LAWS CHAPTER 59, SECTION 5K – SENIOR WORK-OFF ABATEMENT PROGRAM

To see if the Town will vote to accept the provisions of Massachusetts General Laws Chapter 59, Section 5K,
to establish senior work-off abatement programs where seniors provide services to the community at an hourly rate no higher than the state minimum wage and their earnings are credited to reduce their property tax bills and adjust the exemption in this section by: (1) allowing an approved representative, for persons physically unable, to provide such services to the town; or (2) allowing the maximum reduction of the real property tax bill to be based on 125 volunteer service hours in a given tax year, rather than \$1,000, which limit shall be established by the Board of Selectmen, or pass any vote or votes in relation thereto
(Inserted by Council On Aging)

FINANCE COMMITTEE RECOMMENDS – that the Town accept the language which amends the conditions of the law, to allow for the use of proxies to perform the service and up to 125 hours of service per year. This program has been in effect for many years and is popular among the Town’s seniors. As a result of these amendments, we do not anticipate a change to the \$10,000 now budgeted annually.

ARTICLE 42: AMEND THE PROTECTIVE BYLAW – AFFORDABLE ACCESSORY APARTMENT

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

- a) renumbering §125-18 Accessory Apartment use to §125-18.1 Accessory Apartment use; and
- b) adding thereto the following new subsection, §125-18.2:

125-18.2 Affordable Accessory Apartment

Intent. The intent of this section of the Bylaw is to encourage and enable accessory dwellings that allow residents to rent accessory apartments that are affordable to low or moderate income households, and that qualify for inclusion in the Town’s Subsidized Housing Inventory as low or moderate income housing units, thus developing a portion of the Town’s Subsidized Housing Inventory in a way that is (i) a direct benefit to the Town, to residents of the Town, and to low or moderate income households; and (ii) in keeping with the built character of the Town.

A. Requirements. In the case of an application for an Affordable Accessory Apartment, the Zoning Board of Appeals (ZBA) shall notify the Board of Health, the Board of Selectmen, the Planning Board, the Town of Harvard Municipal Affordable Housing Trust Fund, and any other pertinent Boards, of the application for a special permit hereunder and allow them thirty-five (35) days to review and comment upon said application. The ZBA may grant a special permit under this Section upon finding that the request is consistent with the purpose of this Section and meets the minimum requirements hereunder. After notice and public hearing as required by the Zoning Act, the ZBA may grant such a special permit for the creation of an Affordable Accessory Apartment provided that the ZBA finds that in addition to the proposed Affordable Accessory Apartment meeting all zoning and architectural requirements required of Accessory Apartments as set forth in section 125-18.1 of this Bylaw in effect on the date of application for permit, which Affordable Accessory Apartments are to be considered a special case, the apartment meets all of the following regulatory and zoning requirements:

- (1) If an Affordable Accessory Apartment is placed in a detached structure, the structure must be appropriate to the character of the neighborhood and comply with other applicable provisions of the Bylaws;
- (2) The owner of an Affordable Accessory Apartment must occupy the principal residence, and not the apartment;
- (3) The Affordable Accessory Apartment must or shall comply with low or moderate income housing regulations and guidelines of the Local Initiative Program (LIP), 760 CMR 45.00, et seq., in effect on the date of the application for a special permit;
- (4) A Regulatory Agreement and Declaration of Restrictive Covenants for Affordable Accessory Apartments in the Town of Harvard, meeting the approval requirements of the Local Initiative Program for Affordable Accessory Apartments, shall be signed and recorded with the Worcester County Registry of Deeds by the owner of the apartment unit. The Regulatory Agreement and Declaration of Restrictive Covenants, as portion of its provisions, shall include the following:
 - (a) A minimum term of fifteen (15) years;
 - (b) The Agreement shall terminate upon sale of the property, which, for purposes of this subsection, shall not include:
 - (i) a mortgage deed to secure the repayment of a loan; or
 - (ii) an inter-spousal transfer for nominal consideration where the transferor retains at least a fifty percent (50%) ownership interest in the property; or
 - (iii) a transfer to a trust for nominal consideration where the owner holds at least a fifty-percent beneficial interest in the property;
 - (c) The Agreement is subject to State regulatory requirements for affordable accessory apartments relative to pricing, affirmative fair housing marketing plan, maintenance and annual oversight by the Town or its designee;
 - (d) An owner may terminate the Regulatory Agreement prior to its expiration, in accordance with the restrictions in such agreement, but such action will effectuate the termination of the special permit for the affordable accessory apartment without action by the ZBA. Thereupon, the Massachusetts Department of Housing and Community Development shall be notified, and the apartment will be removed from the Town's Subsidized Housing Inventory and use of the Apartment as a rental, whether Affordable or not shall cease;

- (e) In accordance with the Regulatory Agreement, an owner must rent the Affordable Accessory Apartment to income-qualified tenants selected through an open process and lottery to be established in accordance with the Local Initiative Program guidelines specific to Affordable Accessory Apartments (760 CMR 45.03, et seq., in effect on the date of application for a permit);
- (f) The monthly rent shall not exceed the maximum affordable rent for a household of the appropriate size for the Affordable Accessory Apartment as prescribed in the Local Initiative Program guidelines and other applicable State regulations.

B. Enforcement. The provision of this section shall be enforced by the designated Local Program Administrator (LPA), which may be the Building Commissioner. In any event, the Building Commissioner shall be the LPA if no LPA other than the Building Commissioner has been designated.

Or pass any vote or votes in relation thereto.

(Inserted by Planning Board)

ARTICLE 43: AMEND THE PROTECTIVE BYLAW – SIGNS

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

(1) By inserting the following definition between the definitions of “SHARED (COMMON) DRIVEWAY” AND “SOIL” in § 125-2:

“SIGN – Any device, symbol, drawing, picture, design or object which is used for visual communication and intended to attract attention or convey a message. An on-site sign is one that is related to the premises on which it is located. An off-site sign is one that is not located on the premises to which it is related. Historical date plaques and markers, and flags and insignias of governmental jurisdictions shall not be considered signs.” ; and

(2) By making the following revisions to § 125-41:

§ 125-41. Signs

A. It is the intent to regulate and restrict signs to:

- (1) Avoid signs which, individually or collectively, are confusing, distracting, or impair visibility in areas along ways or other public traffic areas;
- (2) Protect areas of residential or agricultural character (AR, MR, and W Districts) from business signs;
- (3) Protect public ways, parks, and reservations, and areas in view there from, from business signs;
- (4) Encourage inclusion of signs as wall signs on buildings rather than individual standing signs;

- (5) Encourage combination of signs rather than proliferation of individual smaller signs;
- (6) Limit the number of signs to those which are accessory or have special public usefulness not generally characteristic of off-site signs;
- (7) Limit the number and size of signs to that necessary for the purpose thereof, and otherwise limit the confusing, distracting, and obnoxious aspects of signs.

B. The following regulations shall apply to all signs:

~~B.~~ (1) Any sign, i Indoor or outdoor signs, which is are visible from public and private ways shall be nonmoving not flash, rotate, be animated, be motorized or move or be designed to move by any means in whole or in part, except for portions indicating time or temperature only, illuminated only by steady white light shielded and directed solely at the sign, and adequately maintained. Signs are subject to applicable setback by height, visibility, buffer strip, and screening requirements of § 125-30, Land-structure relations, and § 125-39, Site standards. Further, signs that contain or consist of pennants, ribbons, streamers, spinners or other moving devices, strings of lights or similar devices or which emit any noises or loud sounds, or are inflatable are prohibited.

(2) Outdoor signs may only be illuminated only by steady white light shielded and directed solely at the sign, and shall be adequately maintained. No messages or graphics on permanent signs shall be formed by lights of any kind, with the exception of time and temperature. Backlit or internally illuminated signs are prohibited.

(3) Signs are subject to applicable setback by height, visibility, buffer strip, and screening requirements of § 125-30, Land-structure relations, and § 125-39, Site standards.

~~C. An on-site sign is any sign or device that advertises, calls attention to, or indicates the person~~ occupying the premises on which the sign is erected or the business or other activity transacted thereon, or advertises the property itself or any part thereof for sale or to let, and that contains no other advertising matter; an off-site sign is any billboard, sign or other advertising device which is not an on-site sign.

~~D.~~ (4) Signs attached to the exterior of a building shall be separate from, parallel to, and substantially against a wall (wall signs) and shall not extend beyond said wall. A wall includes its doors and windows.

~~E.~~ (5) An outdoor sign not attached to a building is a standing sign. No standing sign shall exceed 15 feet in height measured from the ground to the top of the sign or the supporting structure, whichever is taller. Two identical flat signs back to back are considered one sign with the area of one face. The area of one side of a double faced sign shall be used to compute the area.

(6) The area of a sign shall be considered to include all lettering, wording and accompanying designs and symbols, together with the background on which they are displayed, any frame around the sign and any cutouts or extensions, but shall not include any supporting structure or bracing. The supporting structure shall be comprised of the structural support for the sign plus any decorative or design elements associated with the structure, such as stone pylons or pillars.

(7) Signs mounted on trucks or trailers or trailer chassis with or without wheels whose primary functions is as a sign and not for the transport of goods or merchandise are prohibited.

(8) Roof mounted signs are prohibited.

~~G. Signs exempt under G.L. Chapter 93, Section 32 are exempt herefrom. See also the Rules and Regulations of the Outdoor Advertising Board for off site signs.~~

~~H.C. On-site signs: Permitted on-site signs visible from off the premises or from any public traffic area:~~

~~(1) One on-site contractor's sign during active construction and on-site for sale or to let sign are permitted on a lot; such a sign shall not exceed six square feet in area. On-site for sale signs for individual lots may be replaced by a single on-site sign for a group of neighboring lots; such a sign shall not exceed three square feet/lot up to a maximum of 20 square feet in area.~~

(1) The following regulations shall apply to properties in business use within the C- district:

(2)(a) A business in a primary (C)-business district may have one wall sign on each wall plus an additional sign at each building entrance when needed to indicate a separate department or operation or to provide a directory of occupants. The total aggregate area of such signs on a any building wall shall not exceed 1/15 the area of the wall.

(3)(b) A business lot in a primary business use in a (C)-business district may have one standing sign located on the lot within 75 feet of the business building or its associated traffic areas, and not exceeding 20 square feet in area. In addition, usual small signs on gasoline pumps and on product displays such as oil can racks are permitted.

(c) A business in a C-district may have window signs, visible from the window's exterior side, either hung or otherwise attached directly to the inside of a window, or painted or etched on either side of the window pane or glass, not including any customary window display or merchandise or other product, provided that the aggregate display area covers no more than 20 percent of the gross area of the window, not to exceed six square feet.

(4) A business property elsewhere may have signs as in Subsection H(2) and (3) except that sign areas shall not exceed 1/2 those provided in Subsection H(2) and (3).

(5) Within a unified development shopping center or business park additional signs may be provided which:

(d) Within a site which contains two or more businesses, either located on the same lot or two or more lots connected by interior driveways or within an Ayer Road Village Special Permit development, the following additional regulations shall apply:

[1] Signs which indicate direction to a business or other activity located within the development, which contain no advertising matter, and do not exceed two square feet each in area are permitted;

(b) Contain no other advertising matter; and

[2] The site may have one standing sign no larger than 30 square feet in area.

~~(c) Do not exceed two square feet each in area, or where several such signs are combined do not exceed two square feet/business. No more than one directional sign exceeding six square feet in area may be a standing sign.~~

(2) A property in business use not located in the C-district may have signs as in Subsection C(1) (a) through (c) except that the maximum sign area shall not exceed one half of that which is allowed in Subsection C(1) (a) through (c).

~~(63) Other premises~~ A property in business use as regulated above may have one sign, not exceeding three square feet in area, along each street on which the lot has frontage.

D. Off-site signs in or over Town ways. The Board of Selectmen may grant permits as provided in M.G.L. Chapter 85, Section 8, for off-site signs in or over Town ways, in accordance with the intent of this Bylaw.

E. Temporary signs are permitted as follows:

(1) **Number and Duration:** One temporary standing sign or sandwich board sign may be displayed on a lot. A temporary sign may not be displayed more than 90 days before an event and shall be removed within five business days of the event

(2) **Size:** A temporary sign (i.e. contractor's sign or a sign advertising the sale or rental of a premises) shall not exceed six square feet in area. For sale signs for individual lots may be replaced by a single sign for a group of neighboring lots; such sign shall not exceed three square feet/lot up to a maximum of 20 square feet in area.

~~J. Other off site signs. Off site election signs are prohibited except as provided in Subsection I, Off site signs on Town ways. Other off site signs are permitted in primary (C) business districts by special permit (see § 125-46, Special permits) authorized by the Board of Appeals only in accordance with the intent of this § 125-41.~~

F. The Planning Board may approve, approve with conditions, or disapprove the following signs and the following deviations from the requirements of this section:

(1) A greater number of standing signs than permitted, but not more than one sign in addition to the number of signs otherwise permitted per lot.

(2) Signs with dimensions in excess of those permitted, subject to the following limitations:

(a) No standing sign larger than 40 square feet in area or more than 20 feet in height, and

(b) No roof signs shall be permitted.

The Board may approve the special permit if it finds that such signs will conform to the purpose and intent of this section, the sign(s) are appropriate for the location, the size of the property/premises, the building(s) thereon, and the neighborhood setting and the signs will be informative, legible and designed to improve the quality of the streetscape. In no event shall the issuance of a special permit be construed as precedent with respect to the issuance of similar special permits in the future, as each application and site is unique.

Or pass any vote or votes in relation thereto.

(Inserted by Planning Board)

ARTICLE 44: AMEND THE PROTECTIVE BYLAW RE: SOLAR PHOTOVOLTAIC INSTALLATION

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 definition and section relative to solar photovoltaic installations:

Definitions:

COMMERCIAL SOLAR PHOTOVOLTAIC INSTALLATION – A commercial solar photovoltaic installation shall be any solar installation structurally mounted on the ground, or on poles placed in the ground, which exceeds twenty (20) kilowatts peak capacity and is expected, based on historical site usage and reasonable arguments about future consumption, to export more than fifty (50) percent of its annual electrical energy generation to the electric grid.

125-XX Commercial Solar Photovoltaic Installation

A. Purpose and objectives. The purpose of this section is to allow the creation of new commercial solar photovoltaic installations by providing standards for the placement, design, construction, operation, monitoring, modification and removal of such facilities, in order to address public safety and minimize impacts on scenic, natural and historic resources.

B. Applicability. Construction and use of a commercial solar photovoltaic installation or any part thereof shall be permitted in any zoning district subject to the requirements set forth in this section. This bylaw does not apply to installations in the Photovoltaic Overlay Facilities District (125-53) or to roof mounted solar arrays.

C. Use Regulations

A commercial solar photovoltaic installation shall conform to the following provisions:

(1) **Minimum of Three (3) Acres**

A commercial solar photovoltaic installation may be erected upon the issuance of a special permit by the Planning Board on a lot containing a minimum of three (3) acres.

(2) **Set-Back and Height Requirements**

Commercial solar photovoltaic installations in the C District and not bordering residential property shall be setback from the property line by a minimum of 40 feet. All commercial solar photovoltaic installations in all other Districts (AR, B, W, WFH) shall be setback from the property line by a minimum of 100 feet. All accessory structures and appurtenances shall be contained within this setback. The height of any structure associated with a commercial solar photovoltaic installation shall not exceed 25 feet.

(3) **Fencing**

The commercial solar photovoltaic installation shall be designed to be fenced so as to control access to the facility. The fence shall be setback from the property line by a minimum of 30 feet in the C District if not bordering residential property. The fence shall be setback from the property line by a minimum of 90 feet in all other districts or if abutting residential property.

(4) **Minimizing Visual Impact and Landscaping**

The visual impact of the commercial solar photovoltaic installation, including all accessory structures and appurtenances, shall be mitigated. Whenever possible, solar panels should be placed

on poles instead of concrete blocks. All accessory structures and appurtenances shall be architecturally compatible with each other. Whenever reasonable, structures shall be shaded from view by vegetation and/or joined and clustered to avoid adverse visual impacts.

Methods such as the use of landscaping, natural features and fencing may be utilized. A

landscape buffer plan with plantings on the outside of the fence to improve the viewshed from neighboring properties shall be submitted to the planning board for site plan approval (125-XXE(6)(a)(ii)).

(5) Lighting

Lighting shall not be permitted unless required by the Planning Board or required by the State Building Code. Where used, lighting shall be directed downward and full cut-off fixtures shall be used.

(6) Utility Connections

All utility connections from the commercial solar photovoltaic installation shall be underground unless specifically permitted otherwise by the Planning Board in the special permit. Electrical transformers and inverters to enable utility interconnections may be above ground if required.

(7) Land Clearing and Erosion Control

Clearing of natural vegetation shall be limited to what is necessary for the construction, operation and maintenance of the commercial solar photovoltaic installation or otherwise prescribed by applicable laws, regulations and bylaws. The applicant shall demonstrate that, as compared with the situation that would exist on the site without the development, no phase of the proposed solar photovoltaic installation will result in an increase in the peak rate of storm runoff at the parcel boundary for the solar photovoltaic installation as a whole for the 25-, 50- and 100-year design storms, and that there will be no net loss in flood storage capacity for the 100-year design storm. In making such determinations, any state or local orders or requirements of the Wetlands Protection Act or the Town's Wetlands Protection Bylaw shall be assumed in the calculations of runoff and flood storage without the solar photovoltaic installation, but alternative forms of development shall not be assumed. The applicant shall demonstrate that any adverse existing off-site runoff and erosion conditions which would result from the development of the commercial solar photovoltaic installation, are fully identified and that workable and acceptable mitigation measures are proposed as part of the submission of a final plan.

(8) Operation and Maintenance

The commercial solar photovoltaic installation owner or operator shall maintain the facility in good condition. Maintenance shall include, but not be limited to, painting, structural repairs, continued compliance with landscaping and screening requirements, and integrity of security measures. The owner or operator shall be responsible for the maintenance of any access roads serving the installation. The applicant shall submit a plan for the operation and maintenance of the commercial solar photovoltaic installation.

(9) Signage

One 10 square foot identification sign with manufacturer/operator's name and emergency contact information shall be required at the facility site.

(10) Noise

As stated in 125-20A(1) no use is permitted that causes vibration, noise or other mechanical disturbance to neighboring properties. Siting of the commercial solar photovoltaic installation inverters must be to minimize sound and vibration to neighboring properties.

(11) Emergency Services

The commercial solar photovoltaic installation owner or operator shall provide a copy of the project summary, electrical schematic, and site plan to the local Fire Chief. Upon request the owner or operator shall cooperate with local emergency services in developing an emergency response plan. All means of shutting down the solar electric installation shall be clearly marked. The owner or operator shall identify a responsible person for public inquiries throughout the life of the installation.

D. Abandonment or Decommissioning

(1) Removal Requirements

Any commercial solar photovoltaic installation which has reached the end of its useful life or has been abandoned shall be removed. The owner or operator shall physically remove the installation no more than 150 days after the date of discontinued operations. The owner or operator shall notify the Planning Board by certified mail of the proposed date of discontinued operations and plans for removal. Decommissioning shall consist of:

- (a) Physical removal of all large-scale ground-mounted solar photovoltaic installations, structures, equipment, security barriers and transmission lines from the site.
- (b) Disposal of all solid and hazardous waste in accordance with local, state, and federal waste disposal regulations.
- (c) Stabilization or re-vegetation of the site as necessary to minimize erosion. The Planning Board may allow the owner or operator to leave landscaping or designated below-grade foundations in order to minimize erosion and disruption to vegetation.

(2) Abandonment

Absent notice of a proposed date of decommissioning or written notice of extenuating circumstances, the commercial solar photovoltaic installation shall be considered abandoned when it fails to operate for more than one year without the written consent of the Planning Board. If the owner or operator of the commercial solar photovoltaic installation fails to remove the installation in accordance with the requirements of this section within 150 days of abandonment or the proposed date of decommissioning, the town may enter the property and physically remove the installation.

(3) Financial Surety. The owner and/or operator of commercial solar photovoltaic installation shall provide a form of surety, either through escrow account, bond or otherwise, to cover the cost of removal in the event the town must remove the installation and remediate the landscape, in an amount and form determined to be reasonable by the Planning Board, but in no event to exceed more than 125 percent of the cost of removal and compliance with the additional requirements set forth herein, as determined by the owner or operator. Such surety will not be required for municipally- or state-owned facilities. The owner or operator shall submit a fully inclusive estimate of the costs associated with removal, prepared by a qualified engineer. The amount shall include a mechanism for calculating increased removal costs due to inflation.

E. Review Criteria and Considerations.

- (1) A special permit is required from the Planning Board to erect or install a commercial solar photovoltaic installation in any district other than the Large-Scale Ground-Mounted Solar Photovoltaic Facilities Overlay District (125-53). A record owner desiring to erect a commercial solar photovoltaic installation shall file with the Planning Board an application for a special permit, together with such plans, drawings, specifications, fees and additional information as required by the Planning Board.
- (2) The Planning Board shall have the authority to waive specific provisions of this Article upon a determination that the waiver is not inconsistent with the purpose and intent of this section.
- (3) The Planning Board shall conduct its review, hold a public hearing and file its decision with the Town Clerk as required by MGL c.40A § 9.

(4) Approval Criteria. Before the Planning Board may issue the special permit, it shall determine each of the following:

- (a) The commercial solar photovoltaic installation conforms to the provisions of this section.
- (b) The commercial solar photovoltaic installation will not be detrimental to the neighborhood or the Town.
- (c) proposed use by provision of adequate surface water drainage.
- (d) The proposed use is in harmony with the general purpose and intent of this Chapter.

(5) All plans and maps shall be prepared, stamped and signed by a Professional Engineer licensed to practice in Massachusetts.

(6) Required Documents

The following documents must be provided in addition to or in coordination with those required for Site Plan Review (see Section 125-38):

(a) A site plan showing:

- i. Environmental features of the site and surrounding areas are protected, and the surrounding area will be protected from the Property lines, map and lot from the Assessor's records, and physical features, including roads and topography, for the project site;
- ii. Proposed changes to the landscape of the site, grading, vegetation clearing and proposed landscape plantings, exterior lighting, screening vegetation or structures including their height;
- iii. Locations of wetlands, Priority Habitat Areas defined by the Natural Heritage & Endangered Species Program (NHESP)
- iv. Locations of Floodplains or inundation areas for moderate or high hazard dams;
- v. Locations of local and national historical, and archeological districts;
- vi. A list of any hazardous materials proposed to be located on the site in excess of household quantities and a plan to prevent their release to the environment as appropriate;
- vii. Blueprints or drawings of the solar electric installation signed by a Professional Engineer licensed to practice in the Commonwealth of Massachusetts showing the proposed layout of the system and any potential shading from nearby structures;
- viii. One or three line electrical diagram detailing the solar electric installation, associated components, and electrical interconnection methods, with all National Electrical Code compliant disconnects and over-current devices;
- ix. Documentation of the major system components to be used, including the electric generating components, transmission systems, mounting system, inverter, etc.;
- x. Name, address, and contact information for proposed system installer;
- xi. Name, address, phone number and signature of the project proponent, as well as all co-proponents or property owners, if any;
- xii. The name, contact information and signature of any agents representing the project proponent; and
- xiii. Documentation of actual or prospective access and control of the project site;

(b) An operation and maintenance plan as detailed in 125-XXC(8)

- (c) Zoning district designation for the parcel(s) of land comprising the project site (submission of a copy of a zoning map with the parcel(s) identified is suitable for this purpose);
- (d) Proof of liability insurance; and
- (e) Description of financial surety that satisfies Section 125-XXD(3).

- (7) In reviewing any application for a special permit, the Planning Board shall give due consideration to promoting the public health, safety, convenience and welfare; shall encourage the most appropriate use of land and shall permit no building or use that is injurious, noxious, offensive or detrimental to its neighborhood.

Or pass any vote or votes in relation thereto.

(Inserted by Planning Board)

ARTICLE 45: 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 46: 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 2013 Chapter 90 awards.

* * * * *

Continues on following page with election information.

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 1st day of May, 2012, to cast their ballots for the following officers and questions:

Moderator, one position for one year; Selectman, one position for three years; Cemetery Commissioner, one position for three years; Community Preservation Committee, one position for three years; Harvard Board of Health Member, one position for three 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 one year; School Committee Member, two positions for three years; Town Clerk, one position for three years; Tree Warden, one position for one year; Warner Free Lecture Society Trustee, two positions for three years; Warner Free Lecture Society Trustee, one position for two years

QUESTION #1 - Town Hall Building Project 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 design, construction, reconstruction, renovation and historical preservation of the Harvard Town Hall, including, but not limited to handicapped accessibility improvements and the installation of a new heating ventilating and air conditioning system ?

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

QUESTION #2 – Littleton County Road Reconstruction and Repair 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 to reconstruct and repair Littleton County Road from Old Schoolhouse Road to the Littleton town line?

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 20th day of March, Two Thousand and Twelve.

Harvard Board of Selectmen:

Marie C. Sobalvarro, Chairman

Timothy A. Clark

William N. Johnson

Ronald V. Ricci

Peter E. Warren

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 2013 runs from July 1, 2012 to June 30, 2013.
Free Cash.....	Funds remaining from line items in the previous year's budget, plus revenue in excess of budget, less any unpaid back taxes, and reduced by any fund deficits. These funds are certified each year by the Department of Revenue and are then available to the Town.
Levy Limit.....	The amount of property taxes levied in accordance with Proposition 2½. The levy may be increased annually by 2½% plus new growth.
Local Receipts.....	Income derived by the Town from motor vehicle excise taxes, transfer station fees, licenses and permits, penalties and interest on taxes, etc.
New Growth.....	New construction and increases to property independent of market inflation are added to the levy limit in addition to the 2½% inflation increase allowed under Proposition 2½.
Omnibus Budget.....	For convenience, all recommended appropriations for operating expenses of the various Town departments and boards are gathered together in one article called the Omnibus Budget. The period covered by the Omnibus Budget is the upcoming Fiscal Year, and money not spent during this period reverts to Free Cash.
Overlay.....	An account established each year to fund anticipated property tax abatements and exemptions. It is established by the Assessors.
Override.....	A majority vote at Town Meeting and at an election to permanently increase the levy limit. An override question on the election ballot must state the amount and purpose for the override.
Reserve Fund.....	An annual fund established at Town Meeting to cover extraordinary or unforeseen expenses during each fiscal year. Any department needing to spend more than its budget on a particular line item must request the Finance Committee to make a transfer.
Stabilization Fund.....	A permanent fund used to smooth out annual increases in either planned or unplanned expenses or capital projects.

HOW TO PARTICIPATE IN THE WORK OF OUR TOWN

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

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

Phone Numbers:

_____, _____
(Last Name) (First Name)

() -
(Home)

(Street Address)

() -
(Office)

(E-Mail Address)

() -
(Fax)

(Place of Employment)

() -
(Cell)

(Profession/Title)

Committee Preference:

Relevant Experience, Education: _____

1. _____

2. _____

3. _____

Relevant Degrees, Professional Certificates: _____

Prior Committee Experience

Yr. Appt. Committee Yr. Exp'd

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) _____