

TOWN OF HARVARD

MASSACHUSETTS



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

*Saturday May 5, 2018 – 9:00 A.M.
Bromfield School Gymnasium*



Proposed Town Charter

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Front Cover Photograph by – Heidi Frank

REPORT OF THE FINANCE COMMITTEE

The Finance Committee is comprised of nine Harvard residents appointed by the Town Moderator to advise the Select Board and the Town on financial matters and other questions coming before the Town or affecting the interests of the Town. In turn, we make recommendations to the voters regarding such matters. During the course of the year, we engage in the following activities:

- Participate in financial meetings with the Select Board, Town Administrator, Finance Director, School Committee and School Administration
- Meet with individual town departments as budgets are developed
- Provide recommendations, where appropriate, to residents on Town Warrant Articles
- Monitor debt levels and the long term fiscal health outlook in conjunction with the Capital Planning and Investment Committee (CPIC)
- Hold regular public meetings to discuss findings of detailed budget reviews and other significant issues affecting the Town.

Budgeting Process

This year, in conjunction with the Select Board, we agreed to a trial of the budgeting process adopted by many towns and communities in the Commonwealth and recommended in the final Town Charter proposal being voted on at this annual election. This was an attempt to see how the process flowed and if we could complete it with small changes to the timeline as laid out in the charter. We are happy to report that we were able to accomplish the budgeting process within the timeline without issue. The boards will debrief at an All Boards meeting and review the process and look for areas of improvement but the consensus of the Finance Committee is that it was an improvement over the prior process and appreciate all of the hard work put in by the departments and board members throughout the budgeting cycle.

Recommendation

We unanimously recommend the Fiscal Year 2019 Omnibus Budget as developed by the Board of Selectmen and presented in the Warrant. The only area of disagreement was with the funding provided for the Conservation Committee requested article. The Finance Committee voted to approve \$5,000 for their request and the Selectmen subsequently voted to approve another \$5,000 bringing the total funding approved for the article to \$10,000.

Our recommendation is based on the following:

- The budgets are substantially consistent with the following budget principles and objectives: (i) maintain current levels of services to the townspeople while addressing increased demand for services in certain areas, (ii) provide sufficient funds for building and other infrastructure maintenance to ensure that capital facilities and equipment are properly maintained, (iii) ensure adequate reserves and contingency funds for certain future expenses and unforeseen circumstances.
- The budgets can be supported by the Town's tax base and other revenue sources without jeopardizing the Town's credit ratings and ability to service its debt in coming years.

The 2019 operating budget before debt totals \$24,511,641 which is an increase of \$1,483,755 or approximately 6.4% over the FY2018 operating budget before debt. When debt service including that which Harvard voters have specifically exempted from the limits of proposition 2 ½, the grand total Omnibus Budget is \$25,790,853, an increase of \$1,413,825, or 5.80% over the FY18 grand total. Omnibus Budget.

Revenues and Expenses

Seventy eight percent (78%) of the revenues required to fund this budget will be raised through the property tax levy. Harvard is expected to receive a slight increase in State Local Aid in FY19 which is projected to comprise approximately 13% of the revenue in FY19. Local receipts make up approximately 5% (excise tax, meals tax, sewer fees, license and permit fees, special assessments, etc.).

On the expense side, about 55% of spending is for Schools, 21.3% for employee benefits, insurance and Other Post-Employment Benefits (OPEB) and 4.8% for excluded debt service. The remainders of the expenses are to operate our Town government, and for essential services that are important to the quality of life and safety of residents

Free Cash

Free Cash is a revenue source that results from the calculation, as of July 1, of our remaining unrestricted funds from the previous fiscal year, based on the Town balance sheet as of June 30. Revenues in excess of estimates, unspent line items in departmental budgets for the year just ending, plus unexpended Free Cash from the previous year typically make up this fund. Free Cash plays a role in a town's credit rating and our strong AAA rating is a testament to our prudent policies in its use. Once the balance sheet for the prior year is certified by the Department of Revenue, the Free Cash is available for use once approved via warrant at Town Meeting. Harvard's percentages are in line with Department of Revenue recommendations which advise a community to strive to generate Free Cash in an amount equal to 3-5% of its annual budget.

- In Harvard, our bylaws explicitly state the allowed uses of Free Cash - to fund unexpected expenses in the current fiscal year, to replenish the Stabilization Fund and to provide funding for capital projects.
- This year, we have \$1,323,858 of Free Cash, which represents approximately 5.1% of the total Omnibus Budget.

Lastly, we extend our thanks to Tim Bragan, Town Administrator, and David Nalchajian, Finance Director, for their many hours of work, support, and insight throughout the budget process.

Respectfully submitted,

Don Ludwig, Chair
John Seeley, Vice- Chair
Peter Dubois – Clerk (Associate Member)
Mark Buell
Steve Colwell

Richard Fellows
Jennifer Finch (Associate Member)
Bruce Nickerson
Charles Oliver

2019 OMNIBUS BUDGET HIGHLIGHTS

This section contains highlights of the Town budget for the upcoming Fiscal Year 2019 which begins this coming July 1st. This is known as the “Omnibus Budget” which is up for approval at the Annual Town Meeting.

Omnibus Budget: This year’s Omnibus Budget is put together by the Board of Selectmen and reviewed by the Finance Committee. It is then subject to approval at the Annual Town Meeting.

Expenditures: Total planned expenditures for Fiscal Year 2019 equal \$27,534,450. This represents an increase over Fiscal Year 2018 of \$701,392 or 2.6%. This is the second year running that expenses have increased at a rate beyond inflation. The key drivers this year are the schools, up 3 % and pensions, employee benefits and insurance up 18.3%.

Revenues: Revenues for Fiscal Year 2019 are expected to be \$27,564,399. This represents an increase over Fiscal Year 2018 of \$696,822 or 2.6%. Town revenues are derived primarily from the property tax levy which is expected to be \$21,471,646. This represents an increase over Fiscal Year 2018 of \$542,283 or 2.6%. The second largest revenue item for the Town is local aid from the Commonwealth which the Finance Committee anticipates will be \$3,837,015. This assumes an increase over 2018. Other significant sources of revenue are the motor vehicle excise tax, and receipts from the ambulance service.

Major Expenditures: The following four items represent 91% of Omnibus Budget:

Schools	\$13,410,529	The Schools are the Town’s largest expense item and represent 55% of the Omnibus Budget. A detailed breakdown of the School budget can be found under “Local Schools.” This does not include pensions and employee benefits.
Board of Selectmen	\$5,158,297	This represents the cost of operating the town, excluding the Schools. This includes town employees, building maintenance and repair, the Police and Fire Departments, and the Department of Public Works.
Benefits and Insurance	\$5,222,418	This is the cost of property and casualty insurance, pensions and employee benefits for all town employees, including the Schools.
Debt Service	\$1,353,944	Cost of debt service both within and outside of Proposition 2 & 1/2.

Capital Expenditures: Each Fiscal Year, the Capital Planning and Investment Committee makes recommendations for capital expenditures.

Over the next several years, a number of proposed building projects, if approved, will represent the Town's largest investment. The most significant building project is a new building for Hildreth Elementary School. The Town voted to move ahead with looking at options for this project in 2016. This year a Warrant Article to fund a new building requests that the town raise \$53,600,000. Of this amount, it is estimated, the Commonwealth will fund a maximum of \$18,100,000. Approval of this warrant will require a two-thirds vote at the Annual Town Meeting and will have to be approved by town ballot as well.

For Fiscal Year 2019 the Capital Planning and Investment Committee's Recommended Capital Plan includes other capital expenditures totaling \$684,798. These projects are wide ranging. They include the final upgrade of the bathrooms and science and prep rooms at The Bromfield School (\$290,000); new rolling shelving for the Town Clerk (\$30,000); and a study to identify options to expand or relocate the Central Fire Station (\$40,000).

A Warrant Article for each project must be approved at the Annual Town Meeting. None of these projects will be funded with new debt. \$265,000, will be funded from the Devens Fund and the remainder from the Capital Stabilization and Investment Fund. The Devens Fund is funded by amounts Mass Development pays to the Town for students living in Devens who attend Harvard schools (about \$16,600 per year per student). The Capital Stabilization and Investment Fund is effectively the Town's savings account funded through budget surpluses in previous years.

Five Year Trend Line: Over five years, including Fiscal Year 2019, the average annual increase in the total amount to be raised has averaged 3.3%. This includes aid from the Commonwealth. Over this same period, total Town expenses have increased at an average annual rate of 3.2%.

Five Year Financial Projections: Going out five years, it is estimated that the Town's revenue, including receipts from the Commonwealth, will increase to \$33,570,255. for Fiscal Year 2022. This represents an average annual increase of 4.35%. During this same period, total town expenditures will increase to 34,366,016. This represents an average annual increase of 4.9%

These projections are based on a number of assumptions. It is assumed that most expenses will be within the overall rate of inflation. The largest increase is expected to be in health care costs. It is assumed that the year over year increase for health care costs for Fiscal Year 2020 will be 8%, the same as Fiscal Year 2019. After that, it is assumed that increases will be at a constant dollar amount. More detail is provided under "Financial Projections."

Community Comparison Data: To give perspective to the Town's Omnibus Budget, this book includes a number of data points comparing Harvard to surrounding towns. The data includes average home values, residential tax rates and the average single family tax bill. This data can be found in the "Community Comparison Chart."

LOCAL SCHOOLS

The FY19 Omnibus Budget will contain approximately \$17.4 million of funding for the Harvard Public Schools. This represents approx. 71 % of the Omnibus Budget Operating Total Before Debt.

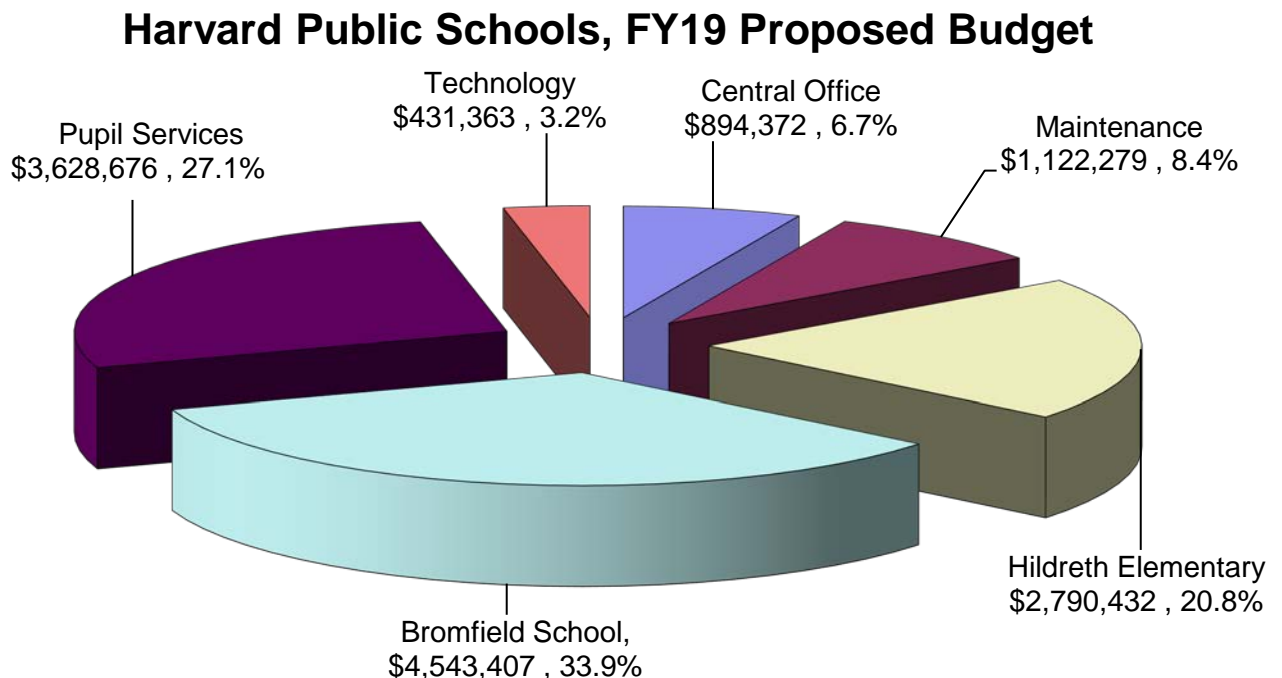
This total amount consists of the Schools' net budget request of \$13,410,529 and the Schools' share of Employee Benefits of approx. \$4.0 million. (Total health insurance, retirement plan and OPEB Trust contributions, payroll taxes, and other insurances and benefits for ALL Town employees are combined in the Employee Benefits section of the Omnibus Budget.)

There is another approx. \$3.1 million of Revenue/Offsets from such sources as Devens tuitions, the State Circuit Breaker (Special Education) program, Federal Grants, School Choice In and other tuitions, etc. that is managed by the School Committee. These amounts have already been deducted from the total spending anticipated by each of the six major cost centers.

Only the Net budget amount (Total Local Schools) is voted at Annual Town Meeting. This is a "bottom line budget" and the School Committee has the ability to move amounts between their cost centers, departments, and specific accounts during each fiscal year.

There are also other specially designated revenues that are used to cover expenses not in the Omnibus Budget, such as the school lunch program, adult education, athletic/other user fees, gifts, etc.

The breakdown of the Net budget by major cost center for FY19 is depicted in the following chart:



LOCAL SCHOOLS-Continued

DEVENS CONTRACT

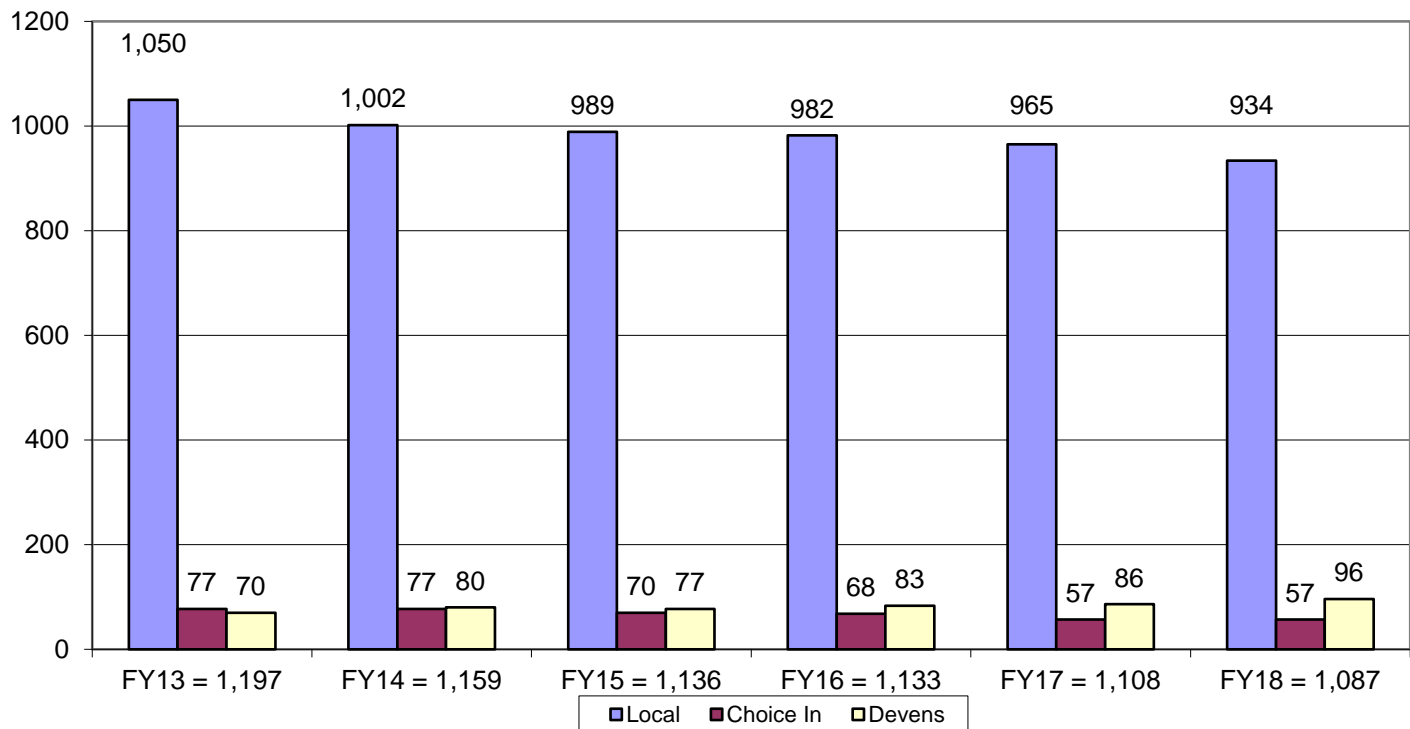
Devens students continue to attend both Hildreth Elementary School and The Bromfield School. The contract with MassDevelopment provides payments at the actual average per-pupil cost of approximately \$16,600 (adjusted annually). This amount compares extremely favorably with the School Choice In program tuition rate of \$5,000 (not adjusted by the State in 20 years!).

In addition to tuitions, MassDevelopment also subsidizes certain Special Education, Transportation, and Capital accounts. For FY19, total receipts from Devens are projected to be in excess of \$1.6 million. These amounts have increasingly become a large revenue source and the Schools are ever more reliant on Devens revenues. Should the contract not be renewed (one year remains), there would be a large shortfall in the School budget, though not immediately: current students would be allowed to stay in the system until graduation, and MassDevelopment would pay their tuition until then.

The Emerson Green housing project on Grant Road at Devens is partially built. A total of 124 units is expected upon completion. Earlier enrollment projections indicated that, with an additional 72 students from this development, there would still be enough capacity to accommodate these new students in the Harvard Public Schools.

Devens students are the only group showing growth in the following 6-year enrollment chart:

K-12 Student Enrollment, FY13 - FY18



LOCAL SCHOOLS-Continued

CAPITAL ISSUES

The report of the Capital Planning and Investment Committee (CPIC) later in this book shows a list of requests from the School Committee going out five years. The CPIC has concerns about funding all these proposed expenditures. It is clear that there will need to be more resources allocated to the Schools' capital needs.

Please see the Spotlight section later in this book, which highlights the proposed new Hildreth Elementary School (HES) project. At a total cost of \$53.663 million, less State reimbursement of up to \$18.1 million (Maximum), for a net cost to the Town of \$35.8 million, this would be, by far, the largest project the Town of Harvard has ever undertaken.

Should the HES project be approved at ATM (2/3 vote) and the Annual Election (majority vote), the school administrative offices would vacate the Bromfield House and move to the new building.

Also, the following items are being proposed for FY 2019:

1. Renovation of the remaining Bromfield science lab and 2 prep rooms will be entirely paid for with \$240,000 from the schools' Devens fund.
2. The Cronin Auditorium will receive updated lighting in the first year of a multi-year project. The Capital Stabilization and Investment Fund (CSIF) will provide \$100,000 for this year's portion.
3. The costs of upgrades to the Bromfield bathrooms will continue to be shared, with the CSIF providing \$25,000 and the Devens fund another \$25,000.
4. The hot water boiler at Bromfield needs to be replaced. The CSIF will pay the \$28,000 cost.

LEADERSHIP STATUS/CHANGES

Dr. Linda Dwight is in her fourth year as Superintendent of Schools, and has four years remaining on her current contract.

Josh Myler was selected as the new Principal at HES and Scott Mulcahy was later selected as the Associate Principal.

Scott Hoffman is the Principal at Bromfield, Robin Benoit is the Associate Principal, and Dr. Julie Horton is the Dean of Students.

Dr. Marie Harrington is the Director of Pupil Services.

FINANCE COMMITTEE SPOTLIGHT – HILDRETH ELEMENTARY SCHOOL PROJECT

Without a doubt, the largest upcoming financial commitment of the town continues to be the Hildreth Elementary School (HES). At the Annual Town Meeting in 2016, voters approved \$500,000 for a feasibility study as part of the process established by the Massachusetts School Building Authority (MSBA) for school improvements. The School Building Committee (SBC) spent eight months reviewing studies of the entire building and cost estimates for both renovation and new construction. The SBC decided that the renovation cost would have to include the following critical needs and MSBA requirements:

- New K-wing
- New roof and gutters
- New heating and ventilation system
- Code upgrades
- Educational upgrades and a larger cafeteria
- Renting modular classrooms

In June of 2017 when the preferred option had to be submitted to MSBA, the estimated cost to Harvard of the chosen renovation scheme was \$28.6M¹; the estimated cost of a new building was ~\$35.6M with a difference of ~\$7.0M. In the end, 9 out of 10 SBC members voted in favor of the new construction.

The School Administration offices are currently located in the Bromfield House, a 100+ year old house that is also not Americans with Disabilities Act (ADA) compliant and in need of repairs. The MSBA process does not cover the cost of any expenses associated with the administrative offices. The School Building Committee believes that it is more cost-effective in the long run to include the administrative offices in the new school, thus eliminating the need to maintain an aging Bromfield House.

At the May 5th Annual Town Meeting (ATM) Harvard voters will decide whether or not to fund the proposed spending on a new building. If the new construction is not funded, Harvard could be removed from the MSBA grant program and any costs associated with a new building or a renovation would be at the town's expense, unless the town is readmitted with a new application submission.

The estimated cost of a simple renovation would include:

- New K-wing
- Code upgrades
- New roof
- Repairing the heating system
- Renting modular classrooms

¹ Neither the roof pitch nor the insulation in the exterior walls was changed (due to excessively high cost). Modular classrooms were included at a non-reimbursable cost of \$2M.

This renovation would cost the Town an estimated \$27.9M. The scope of this renovation would not include the recommended educational improvements including the integration of flexible learning spaces or the expansion of the cafeteria. Note that this estimate is based on two year old data and has not been fully vetted. The fully vetted renovation estimate (including the educational improvements) option represented a \$28.6M cost to the town.

The new building cost to the town with the MSBA grant is estimated at \$35.8M. This will include:

- Administrative offices in the new building. (This is not reimbursable by MSBA)
- Larger gym, cafeteria and library (in compliance with current MSBA recommendations)
- Included flexible learning spaces and a STEM (Science, Technology, Engineering & Math Lab)
- Incorporates new traffic pattern to alleviate back-ups on Mass Ave during school start and end times
- Energy efficiency gained through insulation, water conservation, use of natural light
- Construction duration is estimated at 21 months until occupancy

The estimated cost of the new school falls in line with costs seen in similar projects in other districts. (*2018 construction costs escalated by 3% for comparison)

School/District	Building size	Enrollment	Construction Cost*	Est. Total \$	Construction Start
Needham Elementary	90,702 sq. ft.	430 students	\$46.8M*, \$516/sq. ft.	\$65.9M	June 2018
Marlborough Elementary	108,730 sq. ft.	610 students	\$55.8M, \$513/sq. ft.	\$67.5M	May 2019
Harvard Elementary	85,714 sq. ft.	445 students	\$43.8M, \$499/sq. ft.	\$52.8M	June 2019
Lexington Elementary	110,379 sq. ft.	645 students	\$54.6M*, \$494/sq. ft.	\$65.3M	June 2018
Millis Elementary	89,852 sq. ft.	515 students	\$43.9M*, \$488/sq. ft.	\$53.4M	Feb 2018

There is no doubt that the tax increase will be substantial and may cause significant difficulties for some residents. Expected tax increases are as follows:

Assessed Property Value FY18	Average yearly increase to existing tax bill over 25-year bond*	Range of yearly increases to tax bills (higher early years of repayment, lower in later years)
\$500,000	\$930	\$1,258/yr. decrease to \$603/yr.
\$629,155 (Avg. Value)	\$1,171	\$1,583/yr. decrease to \$758/yr.
\$750,000	\$1,396	\$1,887/yr. decrease to \$904/yr.
\$1,000,000	\$1,861	\$2,517/yr. decrease to \$1,205/yr.

*\$35.0 million bond at fixed 4.75% interest rate over 25 years and one year of temporary financing at 3.5%; equal principal payments. During the first year of the project the impact to taxpayers will be approximately \$635 for the average household.

CONSTRUCTION TIMELINE:

ATM VOTE (2/3rds approval needed):	May 5, 2018
BALLOT VOTE (majority approval needed):	May 8, 2018
Final Design and Bid Process:	April 2019
Construction Begins:	Summer 2019

We thank the school administration and those serving on the building committee for their time, attention, and commitment to this momentous project.

NOTES

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 2019-2023, as presented on the following pages.
2. Projections for 2019 forward do not include funding for any new programs.
3. Local Aid (Cherry Sheet) revenue will remain level.
4. A total Stabilization Fund balance of not less than 5% of the total Omnibus Budget before excluded debt.
5. Budget revenues and expenditures will be affected by:
 - a. Total payroll costs, including merit steps, Cost of Living Adjustments, and personnel changes will increase by approximately 2% to 3% per year.
 - b. Health insurance cost increases will be 8% in 2019 with a constant, continuing dollar amount added in subsequent years.
 - c. Interest rates for new debt will average 4% to 5% over the next five years.
 - d. General expenses (non-salary) will increase 1% per year.
 - e. Increases in tax revenues from new growth will be approximately \$100,000 per year, starting in FY20.
 - f. Local receipts will remain level from FY19 forward.
 - g. Assessments from the State (Cherry Sheet charges) will increase from FY19 forward by 5% per year.
 - h. The continuation of the Devens school contract.
6. OPEB will be funded at no less than \$450,000 annually.

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 better understand the interests and priorities of Harvard's taxpayer.

FINANCIAL PROJECTION WORKSHEET (Calculator)

	Budgeted FY2016	Budgeted FY2017	Budgeted FY2018	Proposed FY2019	Estimated FY2020	Estimated FY2021	Estimated FY2022	Estimated FY2023
REVENUE								
TAXES								
Levy	\$ 18,229,606	\$ 18,848,784	\$ 19,457,127	\$ 20,106,330	\$ 20,731,988	\$ 21,352,788	\$ 21,989,108	\$ 22,641,335
New Growth	\$ 159,451	\$ 133,779	\$ 158,805	\$ 120,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Override	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Excluded Debt *	\$ 952,414	\$ 1,233,735	\$ 1,313,431	\$ 1,245,316	\$ 2,519,802	\$ 4,456,874	\$ 4,443,660	\$ 4,342,063
Capital Exclusions**	\$ 185,000		\$ -	\$ -	-	-	-	-
LOCAL								
Receipts	\$ 1,495,000	\$ 1,400,000	\$ 1,500,000	\$ 1,529,500	\$ 1,529,500	\$ 1,529,500	\$ 1,529,500	\$ 1,529,500
Free Cash	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Stabilization	\$ 27,200	\$ 2,828	\$ 13,345	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Inv. Fund	\$ 1,103,889	\$ 259,800	\$ 325,643	\$ 419,778	\$ 1,258,420	\$ 1,087,107	\$ 1,385,795	\$ 809,388
Overlay Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wetlands	\$ 11,983	\$ 12,223	\$ 12,223	\$ 12,467	\$ 12,716	\$ 12,971	\$ 13,230	\$ 13,495
Library	\$ 5,000	\$ 8,826	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -
PEG Accesss&Cable Fund			\$ 71,758	\$ 80,500	\$ 80,500	\$ 80,500	\$ 80,500	\$ 80,500
Ambulance Rcpt Rsvd	159,000	189,000	\$ 293,103	\$ 208,493	\$ 210,578	\$ 212,684	\$ 214,811	\$ 216,959
STATE								
Cherry Sheet	\$ 3,621,604	\$ 3,717,142	\$ 3,717,142	\$ 3,837,015	\$ 3,837,015	\$ 3,837,015	\$ 3,837,015	\$ 3,837,015
TOTAL	\$ 25,950,148	\$ 25,806,117	\$ 26,867,577	\$ 27,564,399	\$ 30,280,519	\$ 32,669,438	\$ 33,593,618	\$ 33,570,255
EXPENSES								
BUDGET								
General Government	\$ 1,269,488	\$ 1,362,381	\$ 1,359,699	\$ 1,405,486	\$ 1,442,029	\$ 1,479,521	\$ 1,517,989	\$ 1,557,457
Public Safety	\$ 1,729,228	\$ 1,769,135	\$ 1,616,821	\$ 2,003,331	\$ 2,055,418	\$ 2,108,858	\$ 2,163,689	\$ 2,219,945
Education	\$ 12,396,620	\$ 12,739,741	\$ 13,118,258	\$ 13,487,101	\$ 13,837,766	\$ 14,197,548	\$ 14,566,684	\$ 14,945,418
Physical Environment	\$ 1,345,314	\$ 1,362,010	\$ 1,383,311	\$ 1,413,337	\$ 1,450,084	\$ 1,487,786	\$ 1,526,468	\$ 1,566,157
Human Services	\$ 180,049	\$ 203,417	\$ 227,528	\$ 246,381	\$ 252,787	\$ 259,359	\$ 266,103	\$ 273,021
Culture & Recreation	\$ 617,286	\$ 632,918	\$ 717,740	\$ 733,587	\$ 752,660	\$ 772,229	\$ 792,307	\$ 812,907
Insurance & Fringe	\$ 4,025,198	\$ 4,203,516	\$ 4,415,409	\$ 5,222,418	\$ 5,504,418	\$ 5,786,418	\$ 6,068,418	\$ 6,350,418
Debt:								
Debt	\$ 11,000	\$ 34,300	\$ 111,716	\$ 108,628	\$ 105,883	\$ 103,870	\$ 101,958	\$ 99,851
Excluded *	\$ 1,091,841	\$ 1,233,735	\$ 1,313,431	\$ 1,245,316	\$ 2,519,802	\$ 4,456,874	\$ 4,443,660	\$ 4,342,063
Capital Exclusions	\$ 185,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OTHER LOCAL								
Overlay	\$ 86,579	\$ 100,000	\$ 162,848	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Articles	\$ 1,789,147	\$ 808,778	\$ 1,152,843	\$ 928,046	\$ 1,764,860	\$ 1,594,860	\$ 1,894,860	\$ 1,319,860
STATE								
Charges & Offsets	\$ 1,216,256	\$ 1,202,294	\$ 1,253,454	\$ 640,819	\$ 672,860	\$ 706,503	\$ 741,828	\$ 778,919
TOTAL	\$ 25,943,006	\$ 25,652,225	\$ 26,833,058	\$ 27,534,450	\$ 30,458,566	\$ 33,053,827	\$ 34,183,964	\$ 34,366,016
Surplus/(Deficit)	\$ 7,142	\$ 153,892	\$ 34,519	\$ 29,949	\$ (178,046)	\$ (384,389)	\$ (590,346)	\$ (795,761)

* Includes Debt Calculation as provided by the CPIC and assumes future capital projects being approved as well as corresponding debt-exclusion overrides. The amounts in the out years are representative of all items that have been requested; not all may be funded.

** This method of funding items within the Capital Plan allows us to raise taxes for a single year to buy, debt free, the needed item(s).

COMMUNITY COMPARISON CHART

Data Source	Mass DOR	Mass DOR	Mass DOR	Mass DOR	Mass DOR	Mass DOR	Mass DOR	Mass DOR	Mass DOR
	FY 2019 Population (Cherry Sheet)	Unemployment Rate for FY 2017	FY 2019 Income Per Capita (\$) (Cherry Sheet)	# of real property parcels with single family home - 2017	# of real property parcels with multi family homes - 2017	# of real property parcels with condos or apartments - 2017	# of real property parcels with vacant land - 2017	Number of real property parcels commercial or industrial - 2017	FY 2019 Cherry Sheet Equalized Property Value per Capita (\$)
Acton	23,549	2.9%	61,285	4,948	87	2,591	500	428	182,870
Ayer	8,001	4.3%	32,658	1,584	260	614	253	291	137,858
Berlin	3,020	3.5%	51,247	764	31	180	194	80	198,755
Bolton	5,180	2.8%	75,140	1,657	15	119	310	37	194,501
Boxborough	5,206	3.1%	57,322	1,195	12	818	127	124	212,087
Clinton	13,805	4.2%	29,704	2,398	724	1,016	183	234	86,710
Groton	11,296	3.1%	68,739	3,177	144	249	567	100	144,798
Harvard	6,573	2.9%	64,895	1,685	22	132	254	64	169,265
Lancaster	8,166	3.2%	33,498	2,053	102	173	390	147	109,323
Littleton	9,912	3.1%	47,121	2,919	53	157	501	181	172,536
Lunenburg	11,241	3.6%	35,284	3,486	95	440	500	164	115,029
Maynard	10,676	3.2%	37,389	2,671	275	593	96	165	123,844
Shirley	7,400	4.9%	27,141	1,522	104	310	367	100	84,756
Sterling	7,992	3.6%	42,796	2,512	98	175	367	184	129,476
Stow	7,125	2.9%	67,147	2,081	57	314	188	54	179,505

Data Source	Mass DOR	Mass DOR	Mass DOR	Mass DOR	Mass DOR	Mass DOR	Mass DOR	Mass DOR	Mass DOR
	FY 2018 Residential and Open Space Total Value	FY 2018 Residential and Open Space Percent of Total Assessed Value	2018 Average Single Family Value	FY 2018 Residential Tax Rate (\$/1000)	2018 Average Single Family Tax Bill	2018 Percent Increase in Average Single Family Tax Bill	FY 2018 Revenue from Tax Levy	FY 2018 Revenue from All Sources	FY 2018 Percent of Total Revenue from Tax Levy
Acton	3,817,851,405	88.6%	566,279	19.38	10,974	2.60%	83,492,683	101,271,391	82.44%
Ayer	756,632,300	65.6%	312,817	14.43	4,514	5.42%	23,223,468	35,981,319	64.54%
Berlin	446,962,323	74.1%	395,215	14.60	5,770	-9.35%	10,165,567	13,615,606	74.66%
Bolton	950,085,177	93.2%	514,191	20.66	10,623	3.30%	21,063,609	23,964,969	87.89%
Boxborough	861,353,271	77.8%	576,554	16.44	9,479	0.13%	18,193,250	21,512,965	84.57%
Clinton	1,076,067,370	82.0%	251,960	16.98	4,278	6.50%	25,511,277	53,391,184	47.78%
Groton	1,569,654,294	94.1%	428,624	18.67	8,002	2.30%	31,144,058	42,122,208	73.94%
Harvard	1,162,405,780	95.5%	629,155	17.15	10,790	5.83%	20,870,089	29,423,870	70.93%
Lancaster	769,256,615	85.8%	317,810	19.98	6,350	5.08%	17,903,672	23,761,875	75.35%
Littleton	1,404,648,240	77.7%	418,652	18.14	7,594	4.20%	36,759,270	55,245,054	99.54%
Lunenburg	1,187,963,086	90.5%	282,996	19.70	5,575	4.44%	25,847,547	41,305,157	62.58%
Maynard	1,148,314,937	89.1%	328,637	22.64	7,440	3.20%	30,376,658	49,248,975	61.68%
Shirley	585,958,105	88.5%	292,655	16.42	4,805	3.07%	10,873,197	16,654,277	65.29%
Sterling	913,232,433	86.3%	323,564	17.54	5,675	4.30%	18,554,456	26,361,524	70.38%
Stow	1,138,184,101	91.3%	460,309	20.98	9,657	4.39%	26,151,939	33,247,901	78.66%

REPORT OF THE CAPITAL PLANNING AND INVESTMENT COMMITTEE

The Capital Planning and Investment Committee (CPIC) is pleased to submit our report to the Town.

Harvard's capital program, consisting of CPIC and the Capital Stabilization and Investment Fund (CSF), was established by the Town to improve capital planning and stabilize the impact on the tax rate due to large capital expenditures. It is the Capital Committee's responsibility to review capital requests submitted for consideration by various town departments, boards and committees to determine if the proposed item represents a genuine need and if the proposed cost is reasonable. Upon completion of its review, CPIC prioritizes items to be funded, taking into account the cost of a capital item, future operating and maintenance costs, life expectancy and payback cost recovery, if applicable.

FY19 Process

In August 2017, CPIC solicited FY19 capital requests and their projected five year capital needs from all Town Departments, Boards and Committees. We reviewed each request, compiled our questions, and met with all requestors to discuss each request and review their answers to our questions. After these meetings, each CPIC member rated each request against set criteria, including justification of need, the project cost being detailed and substantiated, anticipated useful life of the purchase, availability of alternative funding, impact if the purchase was delayed to a future year, and impact on future Town operating expenses. The projects were ranked by the combined score of the five voting members (out of a possible 165 points). The Committee aligned upon a final ranking after ensuring the scoring criteria were consistently applied and any discrepancies explained. The final scores and ranking are listed below.

FY19 Recommended Capital Plan

The chart below summarizes CPIC's recommended capital expenditures for FY19. Details of each project including our recommended funding source are included below.

Department	Project Description	CPIC Rating	\$ Recommended/ Source
Fire	Continue the conversion of the Town's 60+ year old hardwired system to a radio controlled system.	110	\$27,066 CSF
Schools	Final of three year upgrade to all Bromfield science and prep rooms.	101	\$240,000 Devens Fund
Town Clerk	Purchase a new rolling shelving system that will double storage space for required Town documents.	91	\$30,000 CSF
Fire	Study to identify options and cost for expansion or relocation of the Central Fire Station.	87	\$40,000 CSF
Fire	Scheduled replacement of 2009 Ford Explorer Command car.	85	\$35,000 CSF

Schools	Replace hot water boiler and storage tank that dates to the 1990s.	85	\$28,000 CSF
Police	Scheduled replacement of 2013 SUV out of warranty with a new Ford Police Responder built on a truck platform with an open bed.	84	\$36,000 Omnibus Budget
Schools	Final upgrade to all Bromfield bathrooms that began in FY17.	76	\$50,000 \$25k ~ Devens Fund \$25k ~ CSF
Schools	Replace/upgrade Cronin auditorium lighting and stage.	73	\$100,000 CSF
COA	Update study to identify alternative designs and cost estimates for expansion of the Hildreth House.	60	\$40,000 CSF

The Capital Stabilization and Investment Fund (CSF)—our “savings account”

One of the primary purposes of the CSF is to stabilize the impact of capital expenditures on the tax rate over time. Prior to the establishment of this fund in 2011, Harvard funded most capital expenditures on a “pay as you go” basis. In order to build and maintain a sustainable capital Fund, in May, 2010, the Town established a policy to transfer the prior year Certified Free Cash to the CSF unless the Town’s Stabilization Fund needs replenishing or there is an unforeseen expense in the current fiscal year that the budget cannot absorb.

As a result of larger than historical Certified Free Cash the past several years and the School’s ability to fund some of their requests using outside funds, the CSF currently has a balance of approximately \$2 Million. However, as detailed in the 5 Year Capital Plan Projections, we have requests totaling over \$1,384,388 million for currently identified projects - and this does not include the possible new elementary school. The prudent use and regular funding of the CSF is one of the reasons Harvard has been able to maintain its top bond rating with lower long term debt interest than most other towns in the Commonwealth.

Major Capital Projects and Long Term Debt Service

Harvard has long grappled with how to maintain its many aging buildings. The recent Town Hall renovation has restored that building, which continues to house the Town’s administrative offices, and is host to meetings, events and even a winter’s Farmer’s Market. In 2017 the Capital Committee recommended the approval of funds to restore the front entrance to the Old Library and address ADA compliance issues. That project, approved at a Special Town Meeting in October of 2017 is expected to be completed by the end of June 2019. Phase One of the Hildreth House renovation has made that building more energy efficient and ADA compliant.

And yet, there are more projects that require funding. In order to serve the rapidly increasing senior population, more work needs to be done on the Hildreth House. The Bromfield School requires ongoing maintenance and renovation and the School Building Committee has recommended replacing the

Hildreth Elementary School. Additionally, the expansion and/or relocation of the Fire House and the disposition of the Bromfield House are only just beginning to be addressed. Managing the town's debt to accommodate as many of these projects as possible without making Harvard unaffordable for its residents has been a focus of the Capital Committee for the past few years.

Non-building large capital expenses in future years include an Ayer Road repaving project, DPW vehicle replacements, a new fire engine and restoration of the Fire Ponds. Clearly priorities will need to be established and residents will need to make decisions as to what projects move forward at an acceptable level of debt. The Capital Committee looks forward to working with other town boards, especially the Board of Selectman, the Finance Committee and the School Committee in formulating a plan to address these critical issues.

The Committee expresses its sincere appreciation to the Town Administrator, Finance Director and all the Town Department Heads, Boards and Committees for their help in the review process this year.

Respectfully submitted,

John Seeley, Finance Committee and Co-Chair

SusanMary Redinger, School Committee and Co-Chair

Teresa Jardon, Community Representative

Nate Finch, Community Representative

Alice von Loeseke, Board of Selectmen Representative

Ex-Officio Members: Tim Bragan, Town Administrator, Linda Dwight, School Superintendent, and David Nalchajian, Finance Director

DETAILS OF THE RECOMMENDED PROJECTS FOR FISCAL YEAR 2019

Upgrade Town's Fire Alarm System (Article 15)

The Town is in the second year of a 3-year upgrade project to replace the current 60+ year-old hard-wired fire alarm system with radio-controlled multi-function master boxes. The current outdated system requires increasing maintenance and lacks direct connect functionality to the Harvard Fire Center Station. The new master boxes provide: 1) additional capabilities of burglar, panic, medical alarms, etc; 2) 24hr mobile-enabled monitoring of the system; and 3) eliminate labor-intensive maintenance of wires. Six master boxes were replaced in FY18. This request for funds will replace the boxes at Bromfield House and the Central Fire Station and add new boxes to the DPW building and Hildreth House. In the future, upon completion of the radio-controlled system, local homes and businesses will be able to tie into the system for a fee, providing them with direct-connect alarm systems and the Town with a new revenue source. CPIC recommends this request of \$27,066 be funded by the Capital Stabilization and Investment Fund.

Purchase New Rolling Shelving System to Store Town Records (Article 16)

The Town's document storage vault is running out of space. Massachusetts Records Retention guidelines state that permanent records must be preserved in "eye-readable" format so digitizing these records, some of which date back to the 1700's, is not allowed. Purchasing this shelving system will double our storage capacity in the current vault and delay having to build a new, larger vault for the foreseeable future. CPIC recommends this request for \$30,000 be funded by the Capital Stabilization and Investment Fund.

Study on Central Fire Station (Article 17)

The Fire Department has a long-standing request for a comprehensive study of the Central Fire Station building to evaluate its functionality, structural integrity and the ability to expand the facility, including addition of a second floor. The ultimate goal is to house all Fire department assets under one roof and improve functionality of the station. Following discussions of traffic patterns surrounding the fire station, Hildreth House, and Town Hall, the scope has been expanded to include evaluation of the viability of the current site, surrounding traffic volume and flow, and a possible exploration of alternative locations for a Central Fire Station, should a new location be deemed necessary. CPIC recommends this request of \$40,000 be funded by the Capital Stabilization and Investment Fund.

Replace the Fire Department's 2009 Ford Explorer Command Car (Article 18)

Based on the standing replacement schedule for Town vehicles, the existing 2009 Ford Explorer used by the Fire Chief as a frontline emergency vehicle will be replaced with a new, more energy-efficient model. CPIC recommends this request of \$35,000 be funded by the Capital Stabilization and Investment Fund.

Replace/remove Indirect Fired Hot Water Storage Tank and Boiler at The Bromfield School (Article 19)

The hot water storage tank at Bromfield, which dates to the 1990's, is corroding and no longer drains properly. Due to the corrosion, the water in the tank contains rust and is not suitable for use. The boiler is unreliable and has begun to leak and show signs of rot. The storage tank needs to be replaced before fully deteriorating and then removed from its current location in the boiler room. CPIC recommends \$28,000 for this expense be funded by the Capital Stabilization and Investment Fund.

Back-up Emergency Generator for Town Wells (Article 20)

Currently, the Town does not have an emergency power source to operate and heat the Town wells, which serve 93 buildings, including all Town buildings and both schools. During past extended power outages, a generator has been rented and temporarily wired into the wells to run the well pump. This year, following completion of their survey of the Town sanitary system, the State Department of Environmental Protection notified the Town they will be recommending or requiring a permanent back-up power source to run the Town water system. CPIC recommends this request of \$20,000 be funded by the Capital Stabilization and Investment Fund.

Renovation of Bathrooms at The Bromfield School (Article 21)

The renovation of bathrooms at Bromfield has also been a multi-year project. The bathrooms being renovated are all in need of new flooring and walls, and upgraded fixtures. In 2016 the town approved \$20,000 (half of the expected total cost of \$40,000) to be used towards the renovation of the Middle School bathrooms. The anticipated cost of doing the remaining two sets of student bathrooms (in the Science wing and ramp area) is \$50,000. As it did in 2016, the School Committee has agreed to cover half of the cost of this project with monies from the Devens fund. CPIC recommends \$25,000 towards the expense of this project be funded by the Capital Stabilization and Investment Fund with the remaining funds to be appropriated from the Schools' Devens Fund.

Upgrade Cronin Auditorium Lighting (Article 22)

The Cronin Auditorium, originally built in 1990, is the largest assembly space in Harvard and is continuously in use. The auditorium is in need of renovations to the curtain, stage, lighting, seating and acoustics. The first phase of this project will update the stage and lighting in the main area of the auditorium allowing for better visibility and safety. Future updates to the curtain, carpeting and seating are in the planning phase. CPIC recommends \$100,000 be funded by the Capital Stabilization and Investment Fund.

Hildreth House Phase 2 Architectural Design Study (Article 23)

The current Hildreth House Phase II plan was developed in 2015. It calls for a two-story addition to Hildreth House, with a new dining room on the first floor and multipurpose room above. There would be extensive reconstruction of the existing kitchen and two new handicap-accessible bathrooms. The purpose of the Phase 2 plan is to provide additional space for dining and other COA activities. The projected growth in Harvard's senior population has raised concerns that the prior plan would not be adequate for future needs.

The COA wants to consider alternative designs, including the possibility of a one –story addition with movable partitions that would double the dining capacity of the existing plan and provide flexible space for other activities. A new kitchen and the required bathrooms would also be included – all new construction, as opposed to demolishing and reconfiguring the existing kitchen and bathroom space. We are looking for an economical alternative to the original design that would give us the space we need without an increase in the current \$3 million cost estimate. CPIC recommends this request for \$40,000 be funded by the Capital Stabilization and Investment Fund.

TOWN OF HARVARD CAPITAL PLAN

FISCAL YEARS 2019 - 2023

Updated 03.09.18

	FY19	FY20	FY21	FY22	FY23+
Fire Dept.	102,066	162,500	50,000	390,000	-
Police Dept.	-	-	-	-	-
Public Works, Roads	-	300,000	300,000	300,000	-
Public Works, Equipment	-	514,500	105,000	125,000	240,000
Public Works, Facilities	-	25,000	150,000	-	-
Water Dept.	20,000	-	-	-	-
					-
Town Clerk	30,000	-	-	-	-
Council on Aging	40,000	-	-	-	-
Conservation	-	-	-	-	-
School Dept. (see Dept. Detail for \$ breakdown)	418,000	618,000	300,000	650,000	500,000
CSF Debt					
Debt for vehicles (Fire & DPW)	53,244	52,232	51,219	50,207	49,250
Debt for water (\$340,000)	21,488	21,188	20,888	20,588	20,138
Total Non-Major Capital Requests	684,798	1,693,420	977,107	1,535,795	809,388

Total Non-Major Capital Requests FY19-FY23

Major Capital Projects	35,383,000	-	3,000,000	3,450,000	575,000
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Total Major Capital Projects - FY19-FY23

Total All Capital Requests	36,067,798	1,693,420	3,977,107	4,985,795	1,384,388
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Total All Capital Requests - FY19-FY23

TOWN OF HARVARD CAPITAL SUBMISSIONS
FUNDING FISCAL YEARS 2019 - 2023

Updated 03.09.2018

	Recommended Funding Source	FY19	FY20	FY21	FY22	FY23
Fire Dept.						
Upgrade town's fire alarm system	CSF	27,066	32,500			
Fire Ponds Restoration	CSF	-	50,000	50,000	50,000	
Replace Command Car	CSF	35,000				
Brush Truck	CSF				145,000	
<i>Fire Station Study</i>	CSF	40,000				
Pickup Truck w/plow	CSF		50,000			
New Repeater on Future Cell Tower	CSF		30,000			
Replace SCBA Packs	CSF				195,000	
Fire Engine	Major Cap					
POLICE						
Police Replacement Vehicle	Levy					
Public Works, Roads						
Reconstruct and Repair Town Roads	Bond/BAN		300,000	300,000	300,000	
Public Works, Equipment						
DPW Misc. Equipment (small capital)	CSF		40,000	40,000	40,000	40,000
Light Duty Utility Truck (18,000GVW) <u>No Trade In</u>			76,500			
New Catch Basin Truck w/ Crane on 2019 Ford F-550						
Ayer Road Design and Engineering			150,000			
Water System - Generator	CSF	20,000				
Refurbish Street Sweeper			60,000			
Light Duty Dump Truck (15,000 GVW, Trade 2008 F-550)	CSF			65,000		
Heavy Duty Dump Truck (45,000 GVW, trade 1999 Dump Truck)	CSF		188,000			
Light Duty Utility Truck (18,000GVW)(Trade 2011 Utility Truck)	CSF				85,000	
Front End Bucket Loader - Trade 2000 Caterpillar Loader						200,000
Public Works, Facilities						
Conceptual Design, Reno. or Add. to DPW facility	CSF		25,000			
Design & Procurement, Construction of DPW Facility	Major Cap			150,000		
Town Clerk						
Filing System for Town Vault	CSF	30,000				
Council on Aging						
Architectural Design work for Hildreth House Addition	CSF	40,000				
Hildreth House Addition	Major Cap					
Public Buildings - Selectmen						
Hapgood Library - ADA Accessible Front Door	Major Cap					
Conservation Commission						
Conservation Fund						
CSF Debt						
Vehicles approved in FY11 (Fire & DPW)	CSF	53,244	52,232	51,219	50,207	49,250
Water Debt on project (\$340,000/\$320,000)	CSF	21,488	21,188	20,888	20,588	20,138
Sub-total, Town Submissions:		266,798	1,075,420	677,107	885,795	309,388
CSF= Paid for from the Capital Stabilization Fund;	Bond/BAN=Borrowed, Long Term or Short Term Levy= Raised Tax Levy					
Cap Excl.=Raised thru taxes and paid for in a single year;	Major Cap = See Major Capital Schedule					
* Funding Sources for Budget years FY2020 through FY2023 are subject to change						

TOWN OF HARVARD CAPITAL SUBMISSIONS
FUNDING FISCAL YEARS 2019 - 2023

Updated 03.09.2018

	Recommended Funding Source	FY19	FY20	FY21	FY22	FY23
School Dept.						
HES - Renovation/Build	<i>Major Cap</i>					
TBS - Upgrade Science Room/Prep Room	<i>Devens</i>	240,000				
TBS-Renovate Cronin Auditorium (Lights, Carpet,Curtain,Seats & Sound Upgrades)	<i>CSF</i>	100,000	100,000	50,000		
TBS - Design/Repair or Replace ramp to MS	<i>CSF</i>		240,000			
TBS - HEAC Interior Lighting Upgrade (Florescent to LED HEAC)	<i>Grant</i>		100,000			
TBS&HES - Replace/remove indirect fired H/W storage tank, boiler rm	<i>CSF</i>	28,000				
TBS - Replace gym bleachers	<i>CSF</i>		53,000			
TBS Upgrade sewage Lift Station	<i>CSF</i>		40,000			
TBS - Renovate/Upgrade Boy/Girl Bathrooms Science Wing & Ramp	<i>CSF</i>	25,000				
TBS - Renovate/Upgrade Boy/Girl Bathrooms Science Wing & Ramp	<i>Devens</i>	25,000				
TBS - Add air conditioning to the AHU for Science Wing	<i>CSF</i>		65,000			
TBS - Remove plantings in courtyard & redesign	<i>CSF</i>		20,000			
TBS - Replace AHU and add Air Conditioning to the for south facing	<i>CSF</i>			150,000		
TBS - Install HVAC units	<i>CSF</i>				150,000	150,000
TBS - Install card access system, external doors	<i>CSF</i>			100,000	100,000	
TBS - Replace Damaged Flooring	<i>CSF</i>				100,000	
TBS - Install system coordinated IP clocks	<i>CSF</i>				150,000	
TBS - Upgrade Network Backbone (Servers, switch, routers)	<i>Devens</i>				150,000	
TBS-Renovate the Locker Rooms	<i>CSF</i>					150,000
TBS-Replace Locker sections	<i>CSF</i>					200,000
CSF/Grants Sub-total, School Submissions:		153,000	618,000	300,000	500,000	500,000
Devens Sub-total, School Submissions:		265,000	-	-	150,000	-
Total, All Town & School Requests		684,798	1,693,420	977,107	1,535,795	809,388

**TOWN OF HARVARD
CAPITAL SUBMISSIONS
MAJOR PROJECTS*
FISCAL YEARS 2019 - 2023**

3/15/2018

	FY19	FY20	FY21	FY22	FY23-FY27
Fire Dept.					
Refurb Central Fire Station					
Replace Tower Truck				950,000	
Replace Engine #1					575,000
Public Works, Facilities					
Design & Construction of DPW Facility				2,500,000	
Water Dept.					
Well field Development/ Water source (Note 1)					
Hildreth House Building Committee					
COA Facility			3,000,000		
Old Library Building New Entrance/Access (Note 2)	383,000				
Sub-total, Town Requests:	383,000	-	3,000,000	3,450,000	575,000
School Dept.					
HES - (renovate/build) (excl. MSBA reimbursement)	35,000,000.00	(build new)			
Sub-total, School Submissions:	35,000,000	-		-	
<i>"minimum"</i>					
Total, All Town & School Submissions	35,383,000	-	3,000,000	3,450,000	575,000

\$ 42,408,000

* This snapshot highlights the large project proposals which the Town may face in coming years to be funded by new debt. The costs shown are ro estimates which have been provided by either the Selectmen or by the School Committee, except for the HES Renovation estimate which was pro by CPIC. Efforts are underway on several projects to improve the cost estimates. The planning of these large projects requires further refinemer we seek to balance a project's impact on the Town's debt and the urgency to address the Town's building and infrastructure needs.

Note 1: While no proposal has been received for a new water course, it is listed as this is being closely monitored.

Note 2: The dollar amount associated with this item does not include funds for any code compliance items, should they be required.

This schedule does not include current town debt from prior projects, including: Public Safety Building (retiring 2021), Bromfield School (retiring 21 various fire trucks, Town Hall Renovations, and the Hildreth House Accessibility project.

**TOWN OF HARVARD
CAPITAL SUBMISSIONS
MAJOR PROJECTS*
FISCAL YEARS 2019-2027**

	ATM Vote	Project Completion	1st Debt Service	FY19	FY20	FY21	FY22	FY23	FY24-FY27
Fire Dept.									
New Fire Engine (2022)	Apr-21	Jan-22	FY23				950,000		
New Fire Engine (2025)	Apr-24	Jun-25	FY26					575,000	
Public Works, Facilities									
Design & Procurement, Construction of DPW Facility	Apr-21	Oct-22	1/2 @FY23				2,500,000		
Old Library Accessibility Committee									
ADA Accessible Front Door	Nov-17		FY18	① 383,000					
Water Dept.									
Well field Development/ Water source (Note 1)	TBD								
Hildreth House Building Committee									
Hildreth House Addition	Apr-20	Jun-22	FY23			3,000,000			
Sub-total, Town Submissions:				383,000	-	3,000,000	3,450,000	575,000	-
School Dept.									
HES - (renovate/build) (excl. MSBA reimb.)	Apr-18	Jul-22	1/2 @FY23	35,000,000	(build new)				
						-			
Sub-total, School Submissions:				35,000,000	-	-	-	-	-
Total, All Town & School Submissions				35,383,000	-	3,000,000	3,450,000	575,000	-

\$ 42,408,000

① Borrowing for Completion of OLAC ADA Accessible Front Door - Total Funding \$422,000 Funding Excluded

* This snapshot highlights the large project proposals which the Town may face in coming years to be funded by new debt. The costs shown are rough estimates provided by either the Selectmen or by the School Committee, except for the HES building estimate which was provided by the School department. Efforts are underway on several projects to improve the cost estimates. The planning of these large projects requires further refinement as we seek to balance a project's impact on the Town's debt and the urgency to address the Town's building and infrastructure needs.

Note 1: While no proposal has been received for a new water source, it is listed as this is being closely monitored.

This schedule does not include current town debt from prior projects, including: Public Safety Building (retiring 2021), Bromfield School (retiring 2025), various fire trucks, Town Hall Renovations, and the Hildreth House Accessibility project.

**Town of Harvard
Excluded Debt Service Projection
Through FY2029**

Excluded debt payments have a major impact on the Town of Harvard's tax rate. We generally incur debt (voted to be in addition to the 2 1/2% tax increase limit) for buildings, large infrastructure projects and some large vehicles.

The projected new debt shown below displays our projected annual excluded debt payments if all of the projects listed are completed as estimated.

Project \$ millions		<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>
Current Long Term Debt:												
- Actual as of 6-30-15		671,550	643,219	625,113	488,469	468,900	450,100	435,375				
- Town Hall		163,538	161,238	158,938	156,638	153,188	149,738	146,288	142,838	139,388	137,088	134,788
- Littleton Cty Rd		68,200	67,100	61,000	60,000	58,500	57,000	55,500	54,000	52,500	41,500	25,700
- Fire Truck (Tanker)		32,250	31,750	31,250	30,750	30,000	29,250	28,500	27,750	27,000	26,500	26,000
- Hildreth House Access		108,050	104,800	101,550	98,950	96,350	93,750	91,150	83,550	81,150	78,750	76,950
Total Current LT Debt Payments		1,043,588	1,008,107	977,851	834,807	806,938	779,838	756,813	308,138	300,038	283,838	263,438
Current Short Term Debt:												
- Elementary School Feasibility (BAN) \$276,600		60,030										
- Heavy Duty Dump truck (BAN) \$182K ^③		40,950	39,949	38,948	37,765							
- Bromfield Science Lab (BAN) \$175K ^③		38,063	38,413	37,450	36,313							
Total Current ST Debt Payments		139,043	78,362	76,398	74,078							
Potential New Debt:												
- Old Library Renovation \$383,000 ^②	0.38	16,756	33,153	32,435	31,717	30,999	30,281	29,563	28,845	28,127	27,408	26,690
- DPW Building ^⑤	2.50				125,000	246,875	240,625	234,375	228,125	221,875	215,625	209,375
- Hildreth House addition ^⑤	3.00			150,000	296,250	288,750	281,250	273,750	266,250	258,750	251,250	243,750
- Fire Truck(s) (15 yrs @ 5%)	1.00				50,000	98,750	96,250	93,750	91,250	88,750	86,250	83,750
- Fire Truck(s) (15 yrs @ 5%)	0.60					30,000	59,250	57,750	56,250	54,750	53,250	51,750
- FY19 Excluded Debt Ban												
- Town Roads Phase 1,2,3 ^④	0.90		10,500	21,000	91,500	45,000	88,875	86,625	84,375	82,125	79,875	77,625
Potential New Debt Payments		16,756	43,653	203,435	594,467	740,374	796,531	775,813	755,095	734,377	713,658	692,940
Projected Total Excluded Debt		1,199,387	1,130,122	1,257,684	1,503,352	1,547,312	1,576,369	1,532,626	1,063,233	1,034,415	997,496	956,378

FY2018 ASSESSED VALUES	1,216,914,789	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>
⑥ Cost per \$1000 Property Valuation		\$0.986	\$0.929	\$1.034	\$1.235	\$1.272	\$1.295	\$1.259	\$0.874	\$0.850	\$0.820	\$0.786

Notes: All projected projects costs are rough estimates and Debt Service payments use assumptions below

- Notes:
- Elementary Feasibility Unpaid \$222,000 to be rolled into Long Term Bond with New School Building**
- ② Old Library at 3.75%
- ③ Assumes 5 year BAN with Paydowns each consecutive year, 2019 3%, 2020 3.25%, 2021 3.5%, 2022 3.75%
- ④ Town Roads Improvements are considered at \$300K each year for 3 years, Assuming BAN(s) at 3.5% with convert to a 5% - 15 yr Bond in Year 4
- ⑤ DPW Building and Hildreth House Addition at 5%
- ⑥ The COST per \$1000 Property Valuation is used here out to three(3) decimal places instead of like our actual tax rate that is two(2) decimal places so that it will yield results most accurately.

TOWN OF HARVARD CAPITAL STABILIZATION AND INVESTMENT FUND

PROJECTIONS FOR FISCAL YEARS 2019 - 2023

Updated 03.09.2018

	FY19	FY20	FY21	FY22	FY23
Total, All Town & School Requests	684,798	1,693,420	977,107	1,535,795	809,388
Capital Fund debt included above	74,732	73,420	72,107	70,795	69,388
Other Funding Sources					
"Other Funding Source" (CPC, Reserve Receipts Funds)	-				
Devens/Shaw Trust	265,000			150,000	
Grants		100,000			
Requests Funded by Other Sources	265,000	100,000	-	150,000	-
Subtotal Requests less Other Sources	419,798	1,593,420	977,107	1,385,795	809,388
Possible Capital Exclusion or Debt - all items ≥ \$100K					
Fire Pond Restoration & Major Fire Equip					
DPW trucks ≥ \$100k		188,000			200,000
Town roads		450,000	300,000	300,000	
School items ≥ \$100k	100,000	340,000	250,000	500,000	500,000
Requests Available for Funding by Debt or Capital Exclusion	100,000	978,000	550,000	800,000	700,000
Requests Likely Funded by Debt or Capital Exclusion				500,000	700,000
Total Requests after Other Sources, Debt, and Capital Exclusion	419,798	1,593,420	977,107	885,795	109,388
Capital Fund Projection					
Fund Balance - beginning of year	1,948,267	2,868,469	1,615,049	977,942	432,147
Free Cash - transfer in Estimated	1,300,000	300,000	300,000	300,000	300,000
Add from raise & approp (DPW Recur)	40,000	40,000	40,000	40,000	40,000
Requests funded by Capital Fund	(419,798)	(1,593,420)	(977,107)	(885,795)	(109,388)
Fund balance - end of year (with above assumptions)	2,868,469	1,615,049	977,942	432,147	662,759

Community Preservation Committee

With the enactment of the Community Preservation Act (CPA) in 2000, the Commonwealth of Massachusetts 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. Accepted uses of the funds include the acquisition and restoration of Open Space and Recreation assets, the development and support of Affordable Community Housing, and Historic Preservation initiatives; a minimum of 10% of each year's new funds must go to each of the three areas.

The Town of Harvard adopted the Act provisions in 2001, voting a surcharge of 1.1%. Between its inception and the end of fiscal 2015, Harvard has raised approximately \$4.0 million under the program, including more than \$2.4 million raised locally. Unfortunately the Commonwealth's fund, financed by fees collected at Registries of Deeds statewide, continued to decline from FY2017 to FY2018. Harvard has seen its State match decline by nearly half over time, from 29.7% to a current level of approximately 15%. This owes to both declining fee collections and steady growth in the number of participating communities, which now includes 172 communities, including Boston, Somerville, and nine other municipalities.

To address shortfalls in the current CPA funding mechanism, Representative Stephen Kulik, Representative Kevin Honan, and Senator Cynthia Stone Creem, have filed *An Act to Sustain Community Preservation Revenue* (HD2225 and SD588) on Beacon Hill. If passed into law, the fees collected at the Registries of Deeds would provide all current CPA communities with a 50% first-round contribution.

Activities of the Community Preservation Committee

At the 2017 Annual Town Meeting, the town voted to approve \$247,447 to all projects and reserves recommended by the CPC. The approved projects for FY17 were:

- \$24,752 from Fiscal 2018 Community Preservation Fund historic reserves to the Town Clerk for the preservation of historic town documents
- \$100,000 from Fiscal 2018 Community Preservation Fund unspecified reserves, to be expended by the Conservation Commission for the purpose of purchasing land and/or interest in land for open space purposed
- \$20,268 from Fiscal 2018 Community Preservation Fund unspecified reserves to the Community Preservation Committee Affordable Housing Reserves
- \$50,838 from the Fiscal 2018 Community Preservation Fund unspecified reserves for payment of debt for the renovation of Town Hall
- \$49,089 from Fiscal 2018 Community Preservation Fund historic reserves, and \$30,911 from fiscal 2018 Community Preservation Fund unspecified reserves, for the renovation of the section of stone wall between the Bromfield School driveway and the Old Bromfield School driveway
- \$2,500 from Fiscal 2018 Community Preservation Fund unspecified reserves, to be expended by the Harvard Community Preservation Committee for administrative expenses

At a November 6, 2017 Special Town Meeting, the town voted to approve an additional \$70,000 to two projects recommended by the CPC. The approved projects were:

- \$20,000 from Fiscal 2018 Community Preservation Fund unspecified reserves to the War Monument Restoration Committee for the restoration of the World War I memorial
- \$50,000 from Fiscal 2018 Community Preservation Fund unspecified reserves to the Old Library Accessibility Committee for the historic restoration and construction of accessibility improvements of the Old Library

FY2019 Applications

Because of the 2017 Special Town Meeting, the CPC only received two applications for consideration for FY2019 funding, as listed below:

- \$25,980 from the Town Clerk for the preservation of Town Hall Records
- \$25,000 from the Conservation Commission for the control of invasive species on land acquired using CPC funds

As with fiscal year 2018, the CPC needed to consider its obligation to service the \$1 million bond for Town Hall historic renovation under Warrant Article 18 of the April 28, 2012 Annual Town Meeting, which the town voted to approve. To meet this obligation, the CPC submitted a warrant article to recommend payment of \$51,000 from unspecified reserves to service the bond for Town Hall historic renovation.

The recommendations of the CPC will be included in the 2019 Annual Town Meeting Finance Committee Report Recommendations and Warrant Articles.

Finally, the CPC took the initiative in summer of 2017 to invite Harvard's Conservation Commission, Historical Commission, and other town organizations to our monthly meetings to share their multi-year visions with us. By initiating these conversations, the CPC seeks to increase transparency, break out of our committee "silo," and manage CPA monies more strategically, instead of simply reacting to the slate of applications we receive each Fall. We plan to continue these conversations, as well as to collaborate more proactively with Harvard's Finance Committee and Capital Planning and Investment Committee.

Respectfully submitted,

Didi Chadran, Elected, Chairman

John Lee, Elected, Treasurer

Beth Williams, Elected, Secretary

John Mark Walker, Elected

Michelle Catalina, Planning Board

Pam Marston, Historical Commission

Joanne Ward, Conservation Commission

[Vacant], Municipal Affordable Housing Trust

[Vacant], Park & Recreation Commission

TOWN MEETING PROCEDURES

League of Women Voters of Harvard, 2009

SPEAKING AT TOWN MEETING

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

WARRANT ARTICLES

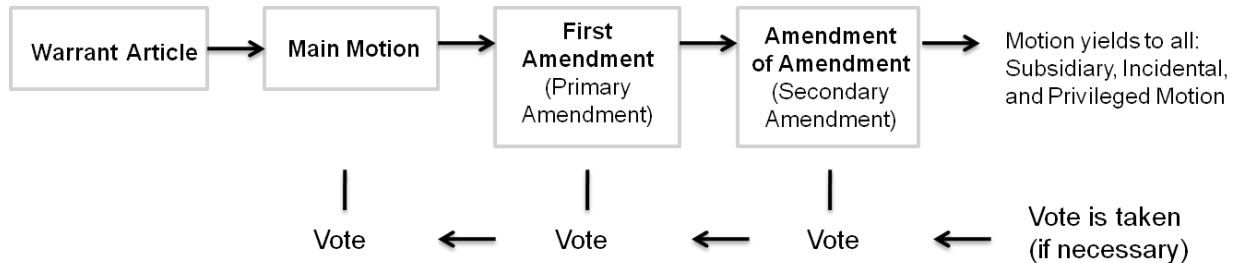
The Warrant is the agenda for Town Meeting. The articles in the Warrant are taken up at Town Meeting by vote upon motions. The Moderator will call for a motion, and when it is made it becomes the Main Motion. The article in the Warrant defines the limit or scope of the subject matter to be contained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

MAIN MOTIONS

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

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

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



SUBSIDIARY MOTIONS

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

INCIDENTAL MOTIONS

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

PRIVILEGED MOTIONS

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

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

SUBSIDIARY MOTIONS

Relate to Main Motion.

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

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

INCIDENTAL MOTIONS

Incidental motions relate to the conduct of the meeting.

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

Consensus approval accepted, if no one objects.

SUMMARY OF WARRANT ARTICLES

<u>Article</u>		<u>Amount</u>
1	Annual Reports	
2	Pay Bill of Prior Fiscal Year	\$ unknown
3	Extend Sunset Dates (Article 27 of April; 2016 ATM)	
4	Amend Article 8 of the October 24, 2016 STM	
5	Fiscal Year 2017 Certified Free Cash	1,332,858
6	Omnibus and Enterprise Budgets	25,982,510
7	Reserve Fund – Fiscal Year 2018	350,000
8	Fire Hose	10,000
9	Seasonal Mowing	15,000
10	Roadside Tree Maintenance	20,000
11	Town Planner – Planning Board	76,000
12	Conservation Fund	35,000
13	Capital Planning and Investment Fund Funding	40,000
14	Capital Planning and Investment Fund Debt Payment	74,750
15	Capital Planning and Investment Fund Fire Alarm System	27,066
16	Capital Planning and Investment Fund Vault Shelving System	30,000
17	Capital Planning and Investment Fund Fire Station Study	40,000
18	Capital Planning and Investment Fund Fire Command Car	35,000
19	Capital Planning and Investment Fund TBS Hot Water Tanks	28,000
20	Capital Planning and Investment Fund Emergency Generator-Water	20,000
21	Capital Planning and Investment Fund TBS Bathroom Upgrade	25,000
22	Capital Planning and Investment Fund Cronin Upgrade Stage/Lights	100,000
23	Capital Planning and Investment Fund Hildreth House Study Update	40,000
24	Amend Code of Harvard Chapter 62	
25	Hildreth Elementary School Building Project	53,600,000
26	Community Preservation Committee Report	
27	Preservation of Historic Town Documents	26,000
28	Conservation Invasive Plant Management	26,000
29	Affordable Housing Reserves	26,000
30	Payment of Debt on Town Hall Renovation	50,150
31	Community Preservation Committee – Administrative Expenses	2,500
32	Local Option Recreational Marijuana Excise Tax (Select Board)	
33	Amend 125, Sections 2, 14G, and 21 for Marijuana Establishment	
34	Groundwater Protection Overlay District	
35	Agritourism Overlay District	
36	Citizen Petition Chapter 125 Sec. 125-55	
37	Wild and Scenic River Article	

SUMMARY OF WARRANT ARTICLES (continued)

<u>Article</u>		<u>Amount</u>
38	Annual Authorization of Revolving Funds' Dollar Amounts	
39	Home Rule – Means Tested Senior Citizens Property Tax Exemption	
40	Amend Senior Tax Deferral Amounts	
41	Amend Home Rule Special Act Appointment of Assessor Non-Resident	
42	Fiscal Year 2019 Salary and Wage Adjustments	62,000
43	Acceptance of Gifts of Property	
44	Acceptance of Highway Funds	

NOTES

**WARRANT FOR THE 2018 TOWN OF HARVARD
ANNUAL TOWN MEETING AND ELECTION
COMMONWEALTH OF MASSACHUSETTS**

WORCESTER, ss.

To the Constable of the Town of Harvard:

Greetings:

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 5th day of May, 2018 at 9:00 a.m. by the clock to act on the following articles:

ARTICLE 1: ANNUAL REPORTS

To see if the Town will vote to 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: PAY BILL OF PRIOR FISCAL YEAR

To see if the Town will vote to raise and appropriate, borrow or transfer from available funds a sum of money to pay bills of Fiscal Year 2017, or pass any vote or votes in relation thereto.

(Inserted by Board of Selectmen)

FINANCE COMMITTEE DEFERS – action on this article at this time as there were no known outstanding bills at the time of the printing of the warrant.

ARTICLE 3: EXTEND SUNSET DATES

To see if the Town will vote to extend the sunset dates of Article 27 (Pond Road Hazard Mitigation Drainage Project) of the Warrant for the 2016 Annual Town Meeting from June 30, 2018 to June 30, 2019 and Article 6 (Old Library Accessibility) of the Warrant for the November 6, 2017 Special Town Meeting from November 7, 2018 to June 30, 2019 or take any vote or votes in relation thereto.

(Inserted by Board of Selectmen)

FINANCE COMMITTEE RECOMMENDS: the extension of the sunset dates for Article 27 (Pond Road Hazard Mitigation Drainage Project) of the Warrant for the 2016 Annual Town Meeting from June 30, 2018 to June 30, 2019 and Article 6 (Old Library Accessibility) of the Warrant for the November 6, 2017 Special Town Meeting from November 7, 2018 to June 30, 2019.

ARTICLE 4: AMEND ARTICLE 8 OF THE OCTOBER 24, 2016 SPECIAL TOWN MEETING

To see if the Town will vote to amend Article 8 (Council On Aging Bylaw) of the Warrant for the October 24, 2016 Special Town Meeting by changing its Code of the Town of Harvard Chapter number from Chapter 21 to Chapter 19 as there is already a Chapter 21 within the Code, and to change the section numbering of said Chapter 19 accordingly, or take any vote or votes in relation thereto.

(Inserted by Board of Selectmen)

ARTICLE 5: FISCAL YEAR 2017 CERTIFIED FREE CASH

To see if the Town will vote to transfer a sum of money from Fiscal Year 2017 Certified Free Cash to the Stabilization Fund and/or the Capital Stabilization and Investment Fund, or pass any vote or votes in relation thereto.

(Inserted by Finance Committee)

FINANCE COMMITTEE RECOMMENDS – the sum or sums of money be transferred from the FY 2017 Certified Free Cash Account in accordance with Chapter 17, Section 17-4 of the Town Code.

ARTICLE 6: 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 the expenses of the Town for Fiscal Year 2019, or pass any vote or votes in relation thereto.

(Inserted by Finance Committee)

FINANCE COMMITTEE RECOMMENDS – the total amount of the Omnibus Budget and Enterprise Budget for FY19 as detailed on pages 34 to 40.

ARTICLE 7: RESERVE FUND – FISCAL YEAR 2019

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 Fiscal Year 2019, 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 is to cover the potential unforeseen emergency needs of all municipal departments, including the School.

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.

ARTICLE 8: FIRE HOSE

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 hose, with unexpended funds as of June 30, 2019 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 \$10,000 be raised and appropriated to purchase fire hose for the Fire Department in order to replace hose that no longer meets certification standards.

ARTICLE 9: SEASONAL MOWING

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 Department of Public Works Director, with the approval of the Board of Selectmen, to hire someone on a part-time basis to do seasonal mowing, with unexpended funds as of June 30, 2019 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 \$15,000 be raised and appropriated so that the DPW seasonal mowing program can continue in Fiscal Year 2019.

Line #	Department/Account	Actual FY15	Actual FY16	Actual FY17	Budgeted FY18	Request FY19
GENERAL GOVERNMENT						
Selectmen						
1	Personnel	216,135	232,603	248,130	253,559	259,927
2	Town Audit	15,000	15,000	20,000	23,500	20,000
	Expenses	7,491	13,359	10,713	23,700	20,000
	Copy Machine	3,730	3,238	5,878	3,800	3,800
	Postage	16,393	15,887	17,663	17,000	17,000
	Court Judgements					
3	Total Expenses	27,613	32,484	34,254	44,500	40,800
	Total Selectmen	258,748	280,087	302,384	321,559	320,727
Finance Committee						
4	Expenses	191	176	176	200	200
Finance Department						
5	Personnel	312,304	343,494	318,314	318,859	326,608
	Certification Compensation	2,000	1,192	1,000	2,000	2,000
	Total Personnel	314,304	344,686	319,314	320,859	328,608
6	Technology Services & Supplies	36,247	30,682	See line #7 below	See line #7 below	See line #7 below
	Expenses	89,949	92,750	85,321	100,230	102,700
	Total Expenses	126,196	123,431	85,321	100,230	102,700
7	Technology	9,592	16,749	64,922	75,000	80,000
	Total Finance Department	450,092	484,866	469,557	496,089	511,308
Legal						
	Town Counsel Fees & Expenses	38,114	30,172	22,782	35,000	35,000
	Other Legal Fees & Expenses	18,347	27,029	19,995	20,000	20,000
8	Total Legal	56,461	57,201	42,777	55,000	55,000
Personnel Board						
9	Expenses	-	-	-	100	100
Town Clerk						
10	Personnel	68,775	70,426	70,934	71,007	72,675
	Certification Compensation	1,000	1,000	1,000	1,000	1,000
	Total Personnel	69,775	71,426	71,934	72,007	73,675
11	Expenses	2,090	1,709	1,679	4,625	4,825
	Publications Reprinting/Codification	3,909	5,050	4,481	5,200	5,200
	Total Expenses	5,999	6,759	6,160	9,825	10,025
	Total Town Clerk	75,774	78,185	78,094	81,832	83,700
Elections & Registrars						
	Registrars' Honoraria	500	500	500	500	500
	Expenses	7,959	5,325	6,278	4,700	8,800
	Census	677	690	511	800	800
12	Total Elections & Registrars	9,137	6,515	7,289	6,000	10,100

Line #	Department/Account	Actual FY15	Actual FY16	Actual FY17	Budgeted FY18	Request FY19
Land Use Boards						
13	Personnel*	52,712	53,972	54,641	55,664	56,978
	Office Supplies	376	369	418	1,000	1,000
	Purchase Services	2,656	8,424	2,172	1,600	1,600
	MRPC Assessment	1,618	1,659	1,701	1,742	1,786
14	Total Expenses	4,651	10,452	4,291	4,342	4,386
	Total Land Use Boards	57,363	64,424	58,932	60,006	61,364

* Personnel includes \$12,467 to be transferred from Wetland Bylaw Fees.

Public Buildings						
16	Personnel	26,016	26,346	25,946	27,481	28,237
	Operating Expenses	54,635	39,502	34,530	35,530	39,250
	Energy	94,240	79,147	83,126	128,000	104,000
	Maintenance & Equipment	24,345	59,770	40,909	77,000	102,500
	Waste Water Treatment Ops.	60,859	85,479	63,847	85,000	85,000
17	Total Expenses	234,079	263,898	222,412	325,530	330,750
	Total Public Buildings	260,095	290,244	248,358	353,011	358,987

Annual Town Reports						
18	Expenses	3,468	3,560	3,820	4,000	4,000

TOTAL GENERAL GOVT.	1,171,328	1,265,258	1,211,387	1,377,797	1,405,486
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PUBLIC SAFETY

Police Department

19	Personnel	876,645	879,960	888,559	945,237	1,017,677
	Public Safety Building	29,554	40,723	21,938	20,800	20,800
	Cruiser Maintenance	10,143	8,703	9,955	10,000	10,000
	Supplies & Expenses	55,088	48,412	44,648	52,750	53,550
20	Total Expenses	94,785	97,838	76,541	83,550	84,350
21	Police Vehicle	29,000	34,213	34,213	34,213	36,000
	Total Police Department	1,000,430	1,012,011	999,313	1,063,000	1,138,027

Communications Department

	Personnel					
	Expenses	195,266	193,576	167,598	167,293	187,293
22	Total Communications Department	195,266	193,576	167,598	167,293	187,293

Fire Department

23	Personnel	178,912	188,613	221,565	219,803	295,177
	Expenses	75,135	49,832	50,765	49,650	50,650
	Radio Replacement & Repair	2,990	2,340	988	2,500	2,550
	Protective Equipment	8,980	5,078	12,542	11,325	11,891
24	Total Expenses	87,105	57,250	64,295	63,475	65,091
	Total Fire Department	266,017	245,863	285,860	283,278	360,268

Line #	Department/Account	Actual FY15	Actual FY16	Actual FY17	Budgeted FY18	Request FY19
Ambulance*						
	Personnel				42,570	61,200
	Expenses	72,427	134,968	67,928	108,740	108,893
	Training	18,731	25,883	21,066	28,500	38,400
25	Total Ambulance	91,158	160,852	88,994	179,810	208,493
* Note : The Ambulance budget will be paid out of the Ambulance Revolving Account (see Revolving Account Article #38 in warrant).						
Building & Zoning Inspector						
26	Fees & Expenses	42,494	62,175	80,191	50,000	50,000
Gas Inspector						
27	Fees & Expenses	3,564	3,522	3,521	4,000	4,000
Plumbing Inspector						
28	Fees & Expenses	7,469	5,425	8,117	7,000	7,000
Wiring Inspector						
29	Fees & Expenses	12,700	10,099	12,358	11,000	11,000
Animal Control						
	Personnel	16,500	16,500	16,500	16,500	16,500
	Expenses	722	459	-	750	750
30	Total Animal Control	17,222	16,959	16,500	17,250	17,250
Tree Warden						
31	Expenses	14,519	13,361	11,800	14,000	20,000
TOTAL PUBLIC SAFETY		1,650,839	1,723,841	1,674,252	1,796,631	2,003,331

Line #	Department/Account	Actual FY15	Actual FY16	Actual FY17	Budgeted FY18	Request FY19
SCHOOLS						
Local Schools						
32	<u>Administration</u>					
	Salaries/Benefits	388,937	415,380	424,913	429,931	436,980
	Transportation	257,492	257,660	309,572	323,000	350,000
	Other Expenses	126,529	132,642	159,095	115,094	107,392
	Total Administration	772,958	805,682	893,580	868,025	894,372
	<u>Maintenance</u>					
	Salaries	448,466	457,540	155,119	146,110	153,622
	Utilities	279,526	303,000	273,119	253,000	250,000
	Other Expenses	321,419	224,502	660,648	660,785	718,657
	Total Maintenance	1,049,411	985,042	1,088,886	1,059,895	1,122,279
	<u>Hildreth Elementary School</u>					
	Salaries	2,555,545	2,500,758	2,458,017	2,572,730	2,649,492
	Expenses	112,278	121,539	123,288	174,963	140,940
	Total Elementary	2,667,823	2,622,297	2,581,305	2,747,693	2,790,432
	<u>The Bromfield School</u>					
	Salaries	3,956,238	4,016,018	4,095,906	4,156,336	4,346,902
	Expenses	213,678	198,788	226,891	194,878	196,505
	Total Bromfield	4,169,916	4,214,806	4,322,797	4,351,214	4,543,407
	<u>Pupil Personnel Services (SPED)</u>					
	Salaries	1,960,989	2,115,468	2,120,112	2,260,718	2,257,306
	Other Expenses	53,679	102,398	66,329	86,164	108,975
	Collaborative Services	402,618	520,202	400,436	793,278	792,476
	Transportation	310,723	384,446	336,838	314,683	330,910
	Tuition	252,357	123,712	374,133	67,603	88,526
	Pre-School Salaries	100,808	103,733	40,579	54,717	47,156
	Pre-School Expenses	1,545	1,153	-	1,480	3,327
	Total Pupil Personnel Services	3,082,719	3,351,112	3,338,427	3,578,643	3,628,676
	<u>Technology</u>					
	Salaries	143,226	150,009	241,171	250,311	305,417
	Expenses	129,866	145,657	136,870	150,024	125,946
	Total Technology	273,092	295,666	378,041	400,335	431,363
32	Total Local Schools	12,015,919	12,274,605	12,603,036	13,005,805	13,410,529
33	Montachusett Regional Voc. Tech.	98,949	121,504	93,020	112,453	76,572
TOTAL SCHOOLS		12,114,868	12,396,109	12,696,056	13,118,258	13,487,101
PHYSICAL ENVIRONMENT						
Dept. of Public Works						
34	Personnel	687,410	674,209	733,647	733,954	735,280
	Maintenance & Equipment	92,542	103,433	90,397	91,900	98,800
	Fuel	78,925	51,946	51,400	73,500	74,500
	Improvements & Construction	56,229	73,103	88,852	105,250	117,000
	Snow & Ice Removal	351,537	193,347	255,069	112,000	112,000
	Telephone & Electricity	9,917	9,313	10,480	11,550	11,700
35	Total Expenses	589,149	431,142	496,198	394,200	414,000
36	Small Equipment Repair/Replace.	68,791	26,504	17,909	30,000	30,000
	Total Dept. of Public Works	1,345,351	1,131,856	1,247,754	1,158,154	1,179,280

Line #	Department/Account	Actual FY15	Actual FY16	Actual FY17	Budgeted FY18	Request FY19
Solid Waste Transfer						
	Transfer Station Expenses	141,891	162,974	146,239	165,850	170,050
	Hazardous Waste Disposal *	3,907	9,173	3,907	3,907	3,907
37	Total Solid Waste Transfer	145,798	172,147	150,146	169,757	173,957
Street Lights & Traffic Signal						
38	Expenses	7,670	9,578	6,025	6,500	6,500
Water Department						
39	Expenses	18,564	17,987	17,339	18,400	23,100
Pond Committee						
40	Expenses	19,423	25,030	13,068	28,000	28,000
Cemeteries						
41	Expenses	1,577	1,819	2,500	2,500	2,500
TOTAL PHYSICAL ENVIRONMENT		1,538,383	1,358,417	1,436,832	1,383,311	1,413,337
HUMAN SERVICES						
Board of Health						
42	Personnel	10,524	9,022	7,042	17,140	18,640
	Expenses	1,108	764	537	1,100	1,600
	Nashoba Assoc. Boards of Health	20,558	16,035	22,654	23,261	24,424
	Minuteman Home Center	1,146	1,146	1,016	1,146	1,146
43	Total Expenses	22,812	17,944	24,207	25,507	27,170
	Total Board of Health	33,336	26,966	31,249	42,647	45,810
Council on Aging						
44	Personnel	86,931	88,429	113,417	118,395	131,603
45	MART Personnel	30,255	33,161	31,066	36,303	37,673
46	Expenses	1,900	1,933	1,849	1,995	1,995
47	MART Van Expenses	818	612	732	1,000	1,000
	Total Expenses	2,718	2,545	2,581	2,995	2,995
	Total Council on Aging	119,903	124,136	147,064	157,693	172,271
Veterans' Services						
	Personnel	5,200	5,200	5,200	5,200	5,200
	Expenses	1,194	134	644	1,500	1,500
	Benefits	12,105	14,736	10,859	12,000	21,600
	Total Expenses	13,299	14,870	11,503	13,500	23,100
48	Total Veterans' Services	18,499	20,070	16,703	18,700	28,300
TOTAL HUMAN SERVICES		171,739	171,172	195,016	219,040	246,381

Line #	Department/Account	Actual FY15	Actual FY16	Actual FY17	Budgeted FY18	Request FY19
CULTURE AND RECREATION						
Library*						
49	Personnel	399,340	408,855	413,798	425,729	435,751
50	Expenses	148,013	149,384	153,760	154,808	156,291
	Total Library	547,353	558,239	567,558	580,537	592,042
* \$5,000 to be transferred from Library Expendable Trust Funds.						
Cable Access						
51	Personnel				44,178	52,348
	Expenses			6,728	27,280	28,152
	Equipment			62,410	-	-
52	Total Expenses			69,138	27,280	28,152
	Total Cable Access	-	-	69,138	71,458	80,500
Parks & Recreation						
53	Commons & Schools/Grounds Exp.	18,183	26,824	22,292	31,650	25,650
54	Beach Expense	14,308	15,530	18,347	18,347	19,361
55	Beach Personnel - Director	10,951	11,508	13,234	14,448	15,034
	Total Parks & Recreation	43,442	53,862	53,873	64,445	60,045
Historical Commission						
56	Expenses	69	-	43	500	500
Agricultural Commission						
57	Expenses	-	-	-	500	500
	TOTAL CULTURE AND RECREATION	590,864	612,101	690,612	717,440	733,587
INSURANCE AND FRINGES						
Property/Liability						
58	Insurance	125,753	107,966	101,525	195,000	201,825
Employee Benefits						
	Worcester Regional Retirement	665,399	682,457	737,805	770,909	851,961
	Workers' Compensation Insurance	91,787	100,363	134,949	110,000	115,500
	Unemployment Insurance	3,496	21,097	41,270	60,000	35,000
	Medicare	199,643	199,975	204,498	195,000	200,850
	Health Insurance	2,046,430	2,090,765	2,351,219	2,580,000	3,265,782
	Life Insurance	5,528	-	-	12,000	12,000
	Deferred Compensation	13,347	15,483	13,889	13,000	13,000
	Disability Insurance	31,479	21,900	25,004	27,000	24,000
	Benefits Administration	1,976	57	19,566	2,500	2,500
	OPEB Trust Funding	425,000	450,000	450,000	450,000	500,000
59	Total Employee Benefits	3,484,085	3,582,097	3,978,200	4,220,409	5,020,593
	TOTAL INSURANCE & FRINGES	3,609,838	3,690,063	4,079,725	4,415,409	5,222,418
TOTAL OPERATING BEFORE DEBT						
		20,847,859	21,216,961	21,983,880	23,027,886	24,511,641
NON-EXCLUDED DEBT						
Debt Expense						
60	Debt (Public Bldg. Sewer Connections)	3,328	5,000	14,033	32,611	30,396

Line #	Department/Account	Actual FY15	Actual FY16	Actual FY17	Budgeted FY18	Request FY19
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BAN Interest & Borrowing Cost

61	Borrowing Cost	-	-	9,999	3,100	3,500
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TOTAL NON-EXCLUDED DEBT	3,328	5,000	24,032	35,711	33,896
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TOTAL OPERATING AFTER NON-EXCLUDED DEBT	20,851,187	21,221,961	22,007,912	23,063,597	24,545,537
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EXCLUDED DEBT

Permanent Debt

	Public Safety Building (2000) Principal	140,000	140,000	135,000	130,000	125,000
	Public Safety Building (2000) Interest	17,925	15,125	12,375	9,563	6,694
	Bromfield School (2004) Principal	350,000	350,000	345,000	340,000	335,000
	Bromfield School (2004) Interest	75,406	66,358	60,813	53,538	45,944
	Library (2004) Principal	150,000	145,000	140,000	140,000	140,000
	Library (2004) Interest	31,716	27,888	25,038	22,063	18,913
	Sewer Project (net of Betterments) Prin.	43,048	43,983	44,545	50,149	46,424
	Sewer Project (net of Betterments) Int.	19,988	19,128	18,088	17,180	16,260
	Town Hall Principal (net of CPA)			112,500	115,000	115,000
	Town Hall Interest			90,000	50,838	48,538
	Littleton County Road Principal			58,000	55,000	55,000
	Littleton County Road Interest			25,720	14,300	13,200
	Fire Tanker Truck Principal			25,000	25,000	25,000
	Fire Tanker Truck Interest			14,000	7,750	7,250
	Hildreth House Accessibility Principal				66,000	65,000
	Hildreth House Accessibility Interest				37,230	43,050
	H.E.S. Feasibility Study Principal				71,000	-
	H.E.S. Feasibility Study Interest				8,280	-
62	Total Payments	964,760	939,003	1,227,338	1,212,891	1,106,273

Temporary Debt

	Exempt BAN	1,854	-	-	100,540	139,043
63		1,854	-	-	100,540	139,043

TOTAL EXCLUDED DEBT	966,614	939,003	1,227,338	1,313,431	1,245,316
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GRAND TOTAL OMNIBUS BUDGET	21,817,801	22,160,964	23,235,250	24,377,028	25,790,853
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ENTERPRISE FUND:

Sewer Department

	Sewer Personnel					
	Personnel					
	Operating Expenses	100,000	100,000	100,000	100,000	100,000
	Debt Service (from Betterments)	90,710	90,710	91,483	91,657	91,657
	Total Expenses	190,710	190,710	191,483	191,657	191,657
64	Total Sewer Enterprise	190,710	190,710	191,483	191,657	191,657

All operating expenses to be funded by rates and fees.

Sewer Debt funded by exempt debt and betterments.

ARTICLE 10: DPW – ROADSIDE TREE MAINTENANCE

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 Department of Public Works Director, with the approval of the Board of Selectmen, to contract with a professional company to trim trees and large brush along Harvard's roadsides, with unexpended funds as of June 30, 2019 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 \$20,000 be raised and appropriated to contract with a professional company to trim trees and large brush along Harvard's roadsides.

ARTICLE 11: TOWN PLANNER

To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to create the Position of Town Planner in Fiscal Year 2019, as an employee position within the Town of Harvard, with unexpended funds as of June 30, 2019 being returned to their funding source, or pass any vote or votes in relation thereto.

(Inserted by Planning Board)

FINANCE COMMITTEE RECOMMENDS - the sum of \$76,000 be raised and appropriated to fund the Town Planner position at an amount not to exceed \$70,000. with \$6,000 to go towards benefits for this position for Fiscal Year 2019.

ARTICLE 12: CONSERVATION FUND

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 Conservation Fund, or pass any vote or votes in relation thereto.

(Inserted by Board of Selectmen on behalf of the Conservation Commission)

FINANCE COMMITTEE RECOMMENDS - the sum of \$5,000 be raised and appropriated to be placed in the Conservation Fund so that it may be used to fund the maintenance of conservation land which was not purchased with Community Preservation Act (CPA) funds.

The Finance Committee met with the Conservation Commission to understand their \$35,000 request. During that meeting, they explained the need for funds to maintain conservation land that was not purchased with CPA funds. (CPA funds can only be used to maintain lands purchased with CPA funds.)

The Finance Committee understands and supports the need to maintain our conservation land but recommends that the Conservation Commission explore other funding sources including implementing a disciplined plan for regularly collecting revenue from currently licensed properties.

ARTICLE 13: CAPITAL STABILIZATION AND INVESTMENT FUND FUNDING

To see if the Town will vote to raise and appropriate, borrow or transfer from available funds, a sum of money to be deposited by the Town Treasurer, with the approval of the Board of Selectmen, into the Capital Stabilization and Investment Fund, or pass any vote or votes in relation thereto.

(Inserted by Finance Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$40,000 be raised and appropriated and then deposited into the Capital Stabilization and Investment Fund, consistent with prior years.

ARTICLE 14: CAPITAL PLANNING AND INVESTMENT COMMITTEE 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 the Capital Planning and Investment Committee's debt service for Fiscal Year 2019, with unexpended funds as of June 30, 2019 being returned to their funding source, or pass any vote or votes in relation thereto. (Inserted by Finance Committee and Capital Planning and Investment Committee)

FINANCE COMMITTEE RECOMMENDS – the sum of \$74,750 be transferred from the Capital Stabilization and Investment Fund to pay the Capital Planning and Investment Committee's debt service for Fiscal Year 2019.

ARTICLE 15: UPGRADE TOWN'S FIRE 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 Fire Chief, with the approval of the Board of Selectmen, to perform upgrades on the Town's fire alarm system, with any unexpended funds as of June 30, 2019 being returned to their funding source, or pass any vote or votes in relation thereto. (Inserted by Board of Selectmen and Capital Planning and Investment Committee)

FINANCE COMMITTEE in conjunction with CAPITAL PLANNING AND INVESTMENT COMMITTEE RECOMMENDS – the sum of \$27,066 be appropriated from the Capital Stabilization and Investment Fund to perform upgrades on the Town's fire alarm system.

ARTICLE 16: VAULT SHELVING 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 Town Clerk, to purchase and install a new shelving system in the Town Vault, with any unexpended funds as of June 30, 2020 being returned to their funding source, or pass any vote or votes in relation thereto. (Inserted by Board of Selectmen and Capital Planning and Investment Committee)

FINANCE COMMITTEE in conjunction with CAPITAL PLANNING AND INVESTMENT COMMITTEE RECOMMENDS – the sum of \$30,000 be appropriated from the Capital Stabilization and Investment Fund to purchase and install a new shelving system in the Town vault.

ARTICLE 17: FIRE STATION STUDY

To see if the Town will vote to raise and appropriate, borrow or transfer from available funds, a sum of money to be expended by the Fire Chief, with the approval of the Board of Selectmen, to study and determine if the current Fire Department site and facility is adequate for the needs of the Town and determine potential solutions to address the Fire Department needs should the current site not be adequate, this shall include determining potential other sites and traffic issues at the current site, with any unexpended funds as of June 30, 2020 being returned to their funding source or pass any vote or votes in relation thereto. (Inserted by Board of Selectmen and Capital Planning and Investment Committee)

FINANCE COMMITTEE in conjunction with CAPITAL PLANNING AND INVESTMENT COMMITTEE RECOMMENDS – the sum of \$40,000 be appropriated from the Capital Stabilization and Investment Fund to study and determine if the current Fire Department site and facility is adequate for the needs of the Town and determine potential solutions to address the Fire Department needs should the current site not be adequate, this shall include determining potential other sites and traffic issues at the current site.

ARTICLE 18: FIRE CHIEF VEHICLE

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 command vehicle for the Fire Chief that will replace the current ten-year-old command vehicle, with any unexpended funds as of June 30, 2019 being returned to their funding source, or pass any vote or votes in relation thereto.

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

FINANCE COMMITTEE in conjunction with CAPITAL PLANNING AND INVESTMENT COMMITTEE RECOMMENDS – the sum of \$35,000 be appropriated from the Capital Stabilization and Investment Fund to purchase a new command car for the Fire Department.

ARTICLE 19: REPLACE HOT WATER TANKS AT THE BROMFIELD SCHOOL

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 Superintendent of Schools, with the approval of the School Committee, to purchase and install new hot water tanks at The Bromfield School, said funds to be available in Fiscal Year 2019, with any unexpended funds as of June 30, 2020 being returned to their funding source, or pass any vote or votes in relation thereto.

(Inserted by School Committee and Capital Planning and Investment Committee)

FINANCE COMMITTEE in conjunction with CAPITAL PLANNING AND INVESTMENT COMMITTEE RECOMMENDS – the sum of \$28,000 be appropriated from the Capital Stabilization and Investment Fund to purchase and install new hot water tanks at The Bromfield School.

ARTICLE 20: EMERGENCY GENERATOR – WATER DEPARTMENT

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 Department of Public Works Director, with the approval of the Board of Selectmen, to purchase and install an emergency generator at the Town well site, with any unexpended funds as of June 30, 2020 being returned to their funding source, or pass any vote or votes in relation thereto.

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

FINANCE COMMITTEE in conjunction with CAPITAL PLANNING AND INVESTMENT COMMITTEE RECOMMENDS – the sum of \$20,000 be appropriated from the Capital Stabilization and Investment Fund to purchase and install an emergency generator at the Town well site.

ARTICLE 21: THE BROMFIELD SCHOOL BATHROOMS RENOVATION

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 Superintendent of Schools, with the approval of the School Committee, for the replacement of toilets, stalls, and sinks in each of the remaining bathrooms at The Bromfield School, said funds to be available in Fiscal Year 2019, with any unexpended funds as of June 30, 2020 being returned to their funding source, or pass any vote or votes in relation thereto.

(Inserted by School Committee and Capital Planning and Investment Committee)

FINANCE COMMITTEE in conjunction with CAPITAL PLANNING AND INVESTMENT COMMITTEE RECOMMENDS – the sum of \$25,000 be appropriated from the Capital Stabilization and Investment Fund for the replacement of toilets, stalls, and sinks in each of the remaining bathrooms at The Bromfield School.

ARTICLE 22: UPGRADE CRONIN AUDITORIUM

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 Superintendent of Schools, with the approval of the School Committee, to upgrade the stage and the lighting within the Cronin Auditorium, said funds to be available in Fiscal Year 2018, with any unexpended funds as of June 30, 2020 being returned to their funding source, or pass any vote or votes in relation thereto.

(Inserted by School Committee and Capital Planning and Investment Committee)

FINANCE COMMITTEE in conjunction with CAPITAL PLANNING AND INVESTMENT COMMITTEE RECOMMENDS – the sum of \$100,000 be appropriated from the Capital Stabilization and Investment Fund to upgrade the stage and the lighting within the Cronin Auditorium.

ARTICLE 23: HILDRETH HOUSE STUDY UPDATE

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 Administrator, with the approval of the Board of Selectmen, to update the Hildreth House Study, said funds to be available in Fiscal Year 2019, with any unexpended funds as of June 30, 2020 being returned to their funding source, or pass any vote or votes in relation thereto.

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

FINANCE COMMITTEE in conjunction with CAPITAL PLANNING AND INVESTMENT COMMITTEE RECOMMENDS – the sum of \$40,000 be appropriated from the Capital Stabilization and Investment Fund to update the Hildreth House Study.

ARTICLE 24: AMEND CODE OF HARVARD CHAPTER 62 – LICENSES AND PERMITS

To see if the Town will vote to amend the Code of Harvard, Chapter 62. Licenses and Permits, sub section 62-1., List of persons failing to pay taxes or other charges, by deleting the section which currently reads:

“The Tax Collector or other municipal official responsible for records of all municipal taxes, assessments, betterments, and other municipal charges, hereinafter referred to as the "Tax Collector," shall annually furnish to each department, board, commission or division, hereinafter referred to as the "licensing authority," that issues licenses or permits, including renewals and transfers, a list of any person, corporation, or business enterprise, hereinafter referred to as the "party," that has neglected or refused to pay any local taxes, fees, assessments, betterments or other municipal charges for not less than a twelve-month period, and that such party has not filed in good faith a pending application for an abatement of such tax or a pending petition before the Appellate Tax Board.”

and replacing it with the following:

[underlining denotes changed language]

“The Tax Collector or other municipal official responsible for records of all municipal taxes, assessments, betterments, and other municipal charges, hereinafter referred to as the "Tax Collector," shall furnish, on a quarterly basis, to each department, board, commission or division, hereinafter referred to as the "licensing authority," that issues licenses or permits, including renewals and transfers, a list of any person, corporation, or business enterprise, hereinafter referred to as the "party," that has neglected or refused to pay any local taxes, fees, assessments, betterments or other municipal charges and that such party has not filed in good faith a pending application for an abatement of such tax or a pending petition before the Appellate Tax Board.”

Or pass any vote or votes in relation thereto.

(Inserted by Board of Selectmen)

ARTICLE 25: HILDRETH ELEMENTARY SCHOOL BUILDING PROJECT

To see if the Town will vote to appropriate, borrow or transfer from available funds, an amount of money to be expended under the direction of the School Building Committee to construct, originally equip and furnish a new Hildreth Elementary School on the existing site for students in grades PK-5, including the cost of architectural design, project management and other incidental and related costs, as well as demolition of the existing building and other necessary site improvements, which school facility shall have an anticipated useful life as an educational facility for the instruction of school children of at least 50 years and for which the Town may be eligible for a school construction grant from the Massachusetts School Building Authority ("MSBA"), contingent upon the passage of a Proposition Two and One-Half debt exclusion ballot question at the Annual Town Election to be held on May 8, 2018. The Town acknowledges that the MSBA's grant program is a non-entitlement, discretionary program based on need, as determined by the MSBA, and any project costs the Town incurs in excess of any grant approved by and received from the MSBA shall be the sole responsibility of the Town. Any grant that the Town may receive from the MSBA for the Project shall not exceed the lesser of (1) forty-nine point twenty-one percent (49.21%) of eligible, approved project costs, as determined by the MSBA, or (2) the total maximum grant amount determined by the MSBA.

(Submitted by the School Committee)

FINANCE COMMITTEE RECOMMENDS - *a sum of money be borrowed to construct, equip, and furnish a new Hildreth Elementary School building.*

The Finance Committee decision to support this article was a difficult one to arrive at, considering the expense of the project and its impact on all taxpayers in Harvard. This recommendation is based on the need to address the problems at the Hildreth Elementary School and the question of whether the town can afford the project as presented by the School Building Committee. It is not an endorsement of the choice of a new building, as there were different opinions about the appropriate solution among the Finance Committee members.

Please refer to the "Spotlight" section in the Finance Committee report earlier in this book for project costs and tax impacts.

ARTICLE 26: COMMUNITY PRESERVATION COMMITTEE REPORT

To see if the Town will vote to accept the report and recommendations of the Community Preservation Committee on the Fiscal Year 2019 Community Preservation Budget as printed in the 2018 Finance Committee Book, or pass any vote or votes in relation thereto.

(Inserted by the Community Preservation Committee)

ARTICLE 27: TOWN CLERK – PRESERVATION OF HISTORIC TOWN DOCUMENTS

To see if the Town will vote to appropriate and transfer from Fiscal 2019 Community Preservation Unspecified Reserves the sum of \$26,000, to be expended by the Town Clerk for the purpose of preserving and restoring historic town documents with unexpended funds as of June 30, 2019 being returned to their funding source, or pass any vote or votes in relation thereto.

(Inserted by the Town Clerk and the Community Preservation Committee)

ARTICLE 28: CONSERVATION COMMISSION – INVASIVE PLANT MANAGEMENT

To see if the Town will vote to appropriate and transfer from Fiscal 2019 Community Preservation Fund unspecified reserves the sum of \$26,000, to be placed in the Conservation Fund, to be expended by the Conservation Commission for the purpose of controlling invasive plants on lands acquired with Community Preservation funds with unexpended funds as of June 30, 2020 being returned to their funding source, or pass any vote or votes in relation thereto.

(Inserted by the Conservation Commission and the Community Preservation Committee)

ARTICLE 29: COMMUNITY PRESERVATION COMMITTEE AFFORDABLE HOUSING RESERVES

To see if the Town will vote to appropriate and transfer \$26,000 from Fiscal 2019 Community Preservation Fund unspecified reserves to the Community Preservation Committee Affordable Housing Reserves, or pass any vote or votes in relation thereto.
(Inserted by the Community Preservation Committee)

ARTICLE 30: PAYMENT OF DEBT ON TOWN HALL RENOVATION

To see if the Town will vote to appropriate and transfer \$51,000 from Fiscal 2019 Community Preservation Fund unspecified reserves, to be expended by the Town Treasurer for payment of debt for the renovation of Town Hall, or pass any vote or votes in relation thereto.
(Inserted by the Community Preservation Committee)

ARTICLE 31: COMMUNITY PRESERVATION FUNDS – ADMINISTRATIVE EXPENSES

To see if the Town will vote to appropriate and transfer from Fiscal 2019 Community Preservation Fund unspecified 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, 2019 being returned to their funding source, or pass any vote or votes in relation thereto.
(Inserted by the Community Preservation Committee)

ARTICLE 32: LOCAL OPTION RECREATIONAL MARIJUANA EXCISE TAX

To see if the Town will vote to accept the provisions of Massachusetts General Laws. Chapter. 64N, Section 3, as amended, and impose a local sales tax upon the sale of recreational marijuana by a marijuana retailer operating within the Town at a rate of 3% of the gross receipts of the vendor from the sale of recreational marijuana, marijuana products, and marijuana edibles, said excise to take effect on the first day of the calendar quarter commencing at least thirty days after such vote of Town Meeting, or pass any vote or votes in relation thereto.
(Inserted by Board of Selectmen).

FINANCE COMMITTEE RECOMMENDS – the passage of this article as it has the potential of bringing another revenue source to the Town and thus reducing our dependence on the property tax to fund our budgets.

ARTICLE 33: AMEND THE PROTECTIVE BYLAW 125-2 DEFINITIONS, 125-14G, MEDICAL MARIJUANA TREATMENT CENTER AND 125-21 PERMITTED USES IN THE AR DISTRICT

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 in regards to Marijuana Establishments and Cultivation, or take any vote or votes in relation thereto.

1.) Amend §125-2, Definitions, by adding the following definition:
Marijuana Establishment - a marijuana cultivator, independent testing laboratory, marijuana product manufacturer, marijuana retailer, or any other type of licensed marijuana-related business (M.G.L. c. 94G, §1), including but not limited to medical marijuana treatment center, marijuana social

consumption establishment (whether mixed use or with a primary use of marijuana consumption).; and

2.) Replace §125-14.G, Medical Marijuana Treatment Center with Marijuana Establishment as follows:

G. Marijuana Establishment: In the C district, a Marijuana Establishment may be allowed by special permit (see §125-46, Special Permits) authorized by the Planning Board if in compliance with site plan standards and design review in §125-38 provided that:

- (1) A Marijuana Establishment shall not be sited within a radius of 500 feet of a public or private school, daycare center, or any facility in which children commonly congregate. The 500-foot distance shall be measured in a straight line from the nearest point of the facility in question to the nearest point of the proposed Marijuana Establishment.
- (2) The Planning Board shall not approve a special permit for more than one (1) marijuana retailer.
- (3) The total square footage of a Marijuana Establishment shall not exceed six thousand (6,000) square feet; all activity shall be contained within a permanent building;
- (4) The site plan shall show all exterior proposed security measures for the premises, including, but not limited to lighting, fencing, gates and alarms, ensuring the safety of employees and patrons and to protect the premises from theft or other criminal activity;
- (5) Hours of operation shall be between 10:00 AM and 8:00 PM seven days per week;
- (6) Prior to obtaining a certificate of occupancy or operation, an applicant shall possess a license from the Cannabis Control Commission to operate a Marijuana Establishment and comply with the Commission's regulations at all times; and have negotiated and entered into a host community agreement with the Board of Selectmen;
- (7) No building or parking area of a Marijuana Establishment shall be located within two hundred feet (200') of an Agricultural Residential district;
- (8) Signs advertising brands of marijuana products shall not be visible from a public way and shall comply with § 125-41 Signs;
- (9) The applicant shall negotiate a host community agreement and impact fee with the Board of Selectmen prior to opening; and
- (10) A special permit is granted exclusively to the applicant and may not be transferred.

3.) Amend §125-21, Permitted Uses in AR Districts, by adding a new clause 5 to subsection D, Uses by Special Permit Authorized by the Planning Board, as follows:

- (5) Outdoor/open air marijuana cultivation, which shall comply with the following requirements:
 - (a) Cultivation areas shall be set back from property lines a minimum distance of two hundred feet (200');
 - (b) The cultivated area shall not be visible from a public place without the use of binoculars, aircraft or other optical aids; the Planning Board may require landscaping, a solid fence, or other measures to achieve adequate screening;
 - (c) Cultivation areas shall comply with the security and alarm requirements of the Cannabis Control Commission and other stipulations that the Planning Board may require;
 - (d) Greenhouses for marijuana cultivations are prohibited;
 - (e) No overhead lights shall be used with the exception of reasonable lighting for security purposes and in compliance with lighting bylaw § 125-40;

- (f) The applicant shall negotiate a host community agreement and impact fee with the Board of Selectmen prior to opening; and
- (g) On site sales are prohibited.

(Inserted by the Planning Board)

ARTICLE 34: PLANNING BOARD – Amend the Protective Bylaw Chapter 125-56

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 a new section 125-56 Groundwater Protection Overlay District:

§ 125-56 GROUNDWATER PROTECTION OVERLAY DISTRICT.

A. Purpose of District.

The purpose of this Groundwater Protection Overlay District is to:

- (1) promote the health, safety, and general welfare of the community by ensuring an adequate quality and quantity of drinking water for the Town of Harvard;
- (2) preserve and protect existing and potential sources of drinking water for the Town of Harvard and the portion of Littleton's and Ayer's Zone II within Harvard's boundaries.
- (3) conserve natural resources in the Town of Harvard; and
- (4) prevent temporary and permanent contamination of the environment.

B. Applicability.

The Groundwater Protection Overlay District is superimposed on the zoning AR, C, and W districts. This overlay district shall apply to all new construction, reconstruction, or expansion of existing buildings and new or expanded uses. Applicable activities and uses in a portion of one of the underlying zoning districts that fall within the Groundwater Protection Overlay District must additionally comply with the requirements of this bylaw. Uses prohibited in the underlying zoning districts shall not be permitted in the Groundwater Protection Overlay District.

C. Definitions.

AUTOMOBILE GRAVEYARD

An establishment that is maintained, used, or operated for storing, keeping, buying, or selling wrecked, scrapped, ruined, or motor vehicle parts as defined in M.G.L. c.140B, §1.

AQUIFER

A geologic formation composed of rock, sand or gravel that contains significant amounts of potentially recoverable water.

CMR

Code of Massachusetts Regulations.

COMMERCIAL FERTILIZER

Any substance containing one or more recognized plant nutrients which is used for its plant nutrient content and which is designed for use, or claimed to have value in promoting plant growth, except un-manipulated animal and vegetable manures, marl, lime, limestone, wood ashes, gypsum, and other products exempted by state regulations.

DISCHARGE

The accidental or intentional disposal, deposit, injection, dumping, spilling, leaking, pouring, or placing of toxic or hazardous material or hazardous waste upon or into any land or water such that it may enter the surface or ground waters.

DRY WELL

A subsurface pit with open-jointed lining or holes through which stormwater drainage from roofs, basement floors, foundations or other areas seep into the surrounding soil.

GROUNDWATER PROTECTION OVERLAY DISTRICT

The land area consisting of aquifers, Interim Wellhead Protection Areas (IWPA) and Zone II recharge areas as identified on a map and adopted pursuant to this bylaw.

HAZARDOUS MATERIAL

Any substance in any form which because of its quantity, concentration, or its chemical, corrosive, flammable, reactive, toxic, infectious or radioactive characteristics, either separately or in combination with one or more substances, constitutes a present or potential threat to human health, safety, welfare, or to the environment, when improperly stored, treated, transported, disposed of, used, or otherwise managed. Hazardous material includes, without limitation, synthetic organic chemicals, petroleum products, heavy metals, radioactive or infectious materials, and all substances defined as toxic or hazardous under MGL c. 21E. This term shall not include hazardous waste or oil.

HISTORICAL HIGH GROUNDWATER TABLE ELEVATION

A groundwater elevation determined from monitoring wells and historical water table fluctuation data compiled by the United States Geological Survey.

HAZARDOUS WASTE

A substance or combination of substances, which because of quantity, concentration, or physical, chemical or infectious characteristics may cause, or significantly contribute to an increase in mortality or an increase in serious irreversible, or incapacitating reversible illness or pose a substantial present or potential hazard to human health, safety, or welfare or to the environment when improperly treated, stored, transported, used or disposed of, or otherwise managed. This term shall include all substances identified as hazardous pursuant to the Hazardous Waste Regulations, 310 CMR 30.000.

IMPERVIOUS SURFACE

Material or structure on, above, or below the ground that does not allow precipitation or surface water runoff to penetrate into the soil.

INTERIM WELLHEAD PROTECTION AREA (IWPA)

The MassDEP designated protection radius around a public water well that lacks a Zone II.

JUNKYARD

An establishment that is maintained, operated, or used for storing, keeping, buying, or selling junk, or for the maintenance or operation of an automobile graveyard, as defined in MGL c.140B, §1.

LANDFILL

A facility established in accordance with a valid site assignment for the purposes of disposing solid waste into or on the land, pursuant to the Solid Waste Regulations, 310 CMR 19.006.

MASSDEP

Massachusetts Department of Environmental Protection.

MGL

Massachusetts General Laws.

PETROLEUM PRODUCT

Includes, but not limited to, fuel oil; gasoline; diesel; kerosene; aviation jet fuel; aviation gasoline; lubricating oils; oily sludge; oil refuse; oil mixed with other wastes; crude oils; or other

liquid hydrocarbons regardless of specific gravity. Petroleum product shall not include liquefied petroleum gas including, but not limited to, liquefied natural gas, propane or butane.

NON-SANITARY WASTEWATER

Wastewater discharges from industrial and commercial facilities containing wastes from any activity other than collection of sanitary sewage including, but not limited to, activities specified in 310 CMR 15.004(6).

OPEN DUMP

A facility operated or maintained in violation of the Resource Conservation and Recovery Act 42 U.S.C. 4004(a)(b), or state regulations and criteria for solid waste disposal.

RECHARGE AREAS

Land areas, such as a Zone II or Interim Wellhead Protection Area, where precipitation and surface water infiltrates into the ground to replenish groundwater and aquifers used for public drinking water supplies.

SEPTAGE

The liquid, solid, and semi-solid contents of privies, chemical toilets, cesspools, holding tanks, or other sewage waste receptacles. This term shall not include any material that is a hazardous waste, as defined by 310 CMR 30.000.

SLUDGE

The solid, semi-solid, and liquid residue that results from a process of wastewater treatment or drinking water treatment including wastewater residuals. This term shall not include grit, screening, or grease and oil which are removed at the head-works of a facility.

TREATMENT WORKS:

Any and all devices, processes and properties, real or personal, used in the collection, pumping, transmission, storage, treatment, disposal, recycling, reclamation, or reuse of waterborne pollutants, but not including any works receiving hazardous waste from off the site of the works for the purpose of treatment, storage, or disposal.

UTILITY WORKS

Regulated activities providing for public services, including roads, water, sewer, electricity, gas, telephone, transportation and their associated maintenance activities. This term shall include the installation of detention and retention basins for the purpose of controlling stormwater.

VERY SMALL QUANTITY GENERATOR

Any public or private entity, other than residential, which produces less than 27 gallons (100 kilograms) a month of hazardous waste or waste oil, but not including any acutely hazardous waste as defined in 310 CMR 30.136.

WASTE OIL RETENTION FACILITY

A waste oil collection facility for automobile service stations, retail outlets, and marinas which is sheltered and has adequate protection to contain a spill, seepage, or discharge of petroleum waste products in accordance with MGL c.21, §52A.

ZONE II

The delineated recharge area to a public drinking water well as approved by MassDEP and defined under the Massachusetts Drinking Water Regulations 310 CMR 22.00.7.

D. Establishment and Delineation of Groundwater Protection Overlay District.

For the purposes of this bylaw, there are hereby established within the Town of Harvard certain groundwater protection areas consisting of aquifers and/or recharge areas. These areas are delineated on a map entitled Harvard Groundwater Protection Overlay District, dated February 8, 2018, which is hereby made part of the Groundwater Protection Overlay District Bylaw and is on file in the office of the Town Clerk.

E. District Boundary Disputes.

- (1) If the location of the Groundwater Protection Overlay District in relation to a particular parcel is in doubt, resolution of the boundary dispute shall be through a Special Permit application to the Special Permit Granting Authority (SPGA). Any application for a special permit for this purpose shall be accompanied by adequate documentation.
- (2) The burden of proof shall be upon the land owner to demonstrate that the location of the Groundwater Protection Overlay District with respect to a particular parcel(s) of land is uncertain. At the request of the land owner, the Town may engage a professional engineer, hydrologist, geologist, or soil scientist to determine more accurately the boundaries of the Groundwater Protection Overlay District with respect to a particular parcel(s) of land, and may charge the owner for the cost of the investigation. Changes to the Groundwater Protection Overlay District require town meeting approval.
- (3) Where the boundary line of the Groundwater Protection Overlay District divides a lot or parcel, the requirements established by this bylaw shall apply to the entire lot or parcel.

F. Permitted Uses.

- (1) The following uses are permitted within the Groundwater Protection Overlay District, provided that all necessary permits, orders, or approvals required by local, state, or federal law are also obtained:
 - (a) conservation of soil, water, plants, and wildlife;
 - (b) outdoor recreation, nature study, boating, fishing, hunting where otherwise legally permitted, and operations associated with the Town Beach under the auspices of the Park and Recreation Commission, Department of Public Works, or other authorized Town department;
 - (c) foot, bicycle and/or horse paths, and bridges;
 - (d) normal operation and maintenance of existing water bodies and dams, splash boards, and other water control, supply and conservation devices;
 - (e) maintenance, repair, and enlargement of any existing structure, subject to §§G and H of this bylaw;
 - (f) residential development, subject to §§G and H of this bylaw;
 - (g) farming, gardening, nursery, conservation, forestry, harvesting, and grazing, subject to §§G and H of this bylaw;
 - (h) construction, maintenance, repair, and enlargement of drinking water supply related facilities such as, but not limited to, wells, pipelines, aqueducts, and tunnels;
 - (i) any use permitted in the underlying zoning except for those uses specifically prohibited in §§G & H of this bylaw;
 - (j) temporary or seasonal portable toilets; and
 - (k) storage or composting of animal manure, subject to approval by the Board of Health (BOH) of a manure management plan, as required by the BOH Stable Permit.

G. Prohibited Uses

- (1) The following land uses and activities are prohibited unless designed in accordance with the specified performance standards:

- (a) landfills and open dumps;
- (b) automobile graveyards and junkyards;
- (c) landfills receiving only wastewater residuals and/or septage, including those approved by MassDEP pursuant to MGL c. 21 s.26 through s.53, MGL c.111 s.17, and MGL c.83 s.6 and s.7;
- (d) facilities that generate, treat, store, or dispose of hazardous waste that are subject to MGL c.21C and 310 CMR 30.000, except for:
 - [1] very small quantity generators as defined under 310 CMR 30.000;
 - [2] household hazardous waste centers and events under 310 CMR 30.390;
 - [3] waste oil retention facilities required by MGL c. 21, §.52A;
 - [4] water remediation treatment works approved by MassDEP for the treatment of contaminated waters.
- (e) petroleum, fuel oil, and heating oil bulk stations and terminals including, but not limited to, those listed under North American Industry Classification System (NAICS) Codes 424710 and 454311, except for liquefied petroleum gas.
- (f) storage of liquid hazardous materials and/or liquid petroleum products unless such storage is above ground level and on an impervious surface and either:
 - [1] in container(s) or above ground tank(s) within a building; or
 - [2] outdoors in covered container(s) or above ground tank(s) in an area that has a containment system designed and operated to hold either; 10% of the total possible storage capacity of all containers or 110% of the largest container's storage capacity, whichever is greater.
 - [3] however, these storage requirements shall not apply to the replacement of existing tanks or systems for the keeping, dispensing or storing of gasoline provided the replacement is performed in a manner consistent with state and local requirements;
- (g) storage of sludge and septage, unless such storage is in compliance with 310 CMR 32.30 and 310 CMR 32.31;
- (h) storage of deicing chemicals unless such storage, including loading areas, is within a structure designed to prevent the generation and escape of contaminated runoff or leachate;
- (i) storage of commercial fertilizers, pesticides, and herbicides unless such storage is within a structure designed to prevent the generation and escape of contaminated runoff or leachate;
- (j) stockpiling and disposal of snow and ice containing deicing chemicals brought in from outside the Groundwater Protection Overlay District;
- (k) earth removal, consisting of the removal of soil, loam, sand, gravel, or any other earth material to within 4 feet of historical high groundwater as determined from monitoring wells and historical water table fluctuation data compiled by the United States Geological Survey, except for excavations for building foundations, roads, utility works or wetland restoration work conducted in accordance with a valid Order of Condition issued pursuant to MGL c. 131, §40 and 15; and
- (l) treatment or disposal works subject to 314 CMR 5.00, for non-sanitary wastewater, including those activities listed under 310 CMR 15.004(6):
 - [1] treatment works approved by MassDEP designed for the treatment of contaminated ground or surface water and operating in compliance with 314 CMR 5.05(3) or 5.05(13); and
 - [2] publicly owned treatment works.

H. Uses and Activities Requiring a Special Permit.

[1] The following uses and activities are permitted only upon the issuance of a Special Permit by the Planning Board, who is the SPGA, under such conditions as they may require:

- (a) enlargement or alteration of existing uses that do not conform to the Groundwater Protection Overlay District;
- (b) except as prohibited under §G of this bylaw, activities that involve the handling of toxic or hazardous materials in quantities greater than those associated with normal household use and which are permitted in the underlying zoning district;

I. Artificial Recharge for Impervious Surfaces.

If new construction would render impervious any lot or parcel more than 15% or 2,500 sq. ft., whichever is greater, the Building Commissioner shall refer the matter to the Planning Board for site plan review. The Board may require applicants to provide a system of artificial recharge that will not degrade water quality, or to provide an alternate means of preventing contaminants from entering the Groundwater Protection Overlay District.

J. Procedures for Issuance of a Special Permit.

- (1) The Planning Board shall grant a special permit if they determine, in conjunction with the Building Commissioner, Board of Selectmen, Fire Department, Board of Health, Police Department, Engineering Consultant, Department of Public Works Director, Conservation Commission and Historical Commission (if applicable), that the intent of this bylaw, as well as its specific criteria, are met. The SPGA shall not grant a special permit under this section unless the petitioner's application materials include, in the SPGA's opinion, sufficiently detailed, definite, and credible information to support positive findings in relation to the standards given in this section. The SPGA shall document the basis for any departures from the recommendations of the other municipal boards, departments or commissions in its decision.
- (2) The SPGA may grant the required special permit only upon finding that the proposed use meets the following standards, those specified in Section 125-56G, above and any regulations or guidelines adopted by the SPGA. The proposed use must:
 - (a) in no way, during construction or thereafter, adversely affect the quality or quantity of the water supplies protected by the Groundwater Protection Overlay District; and
 - (b) be designed to avoid substantial disturbance of the soils, topography, drainage, vegetation, and other water-related natural characteristics of the site to be developed.
- (3) The SPGA may adopt controls to govern design features of projects within the Groundwater Protection Overlay District. Such design controls shall be consistent with Chapter 130, Article IV: Design and Construction Standards of the Town of Harvard Planning Board Subdivision Regulations.
- (4) The applicant shall follow Section 133-21 of the Planning Board Procedural Rules & Regulations for application submission in addition to the following:
 - (a) a complete list of chemicals, pesticides, herbicides, fertilizers, fuels, and other potentially hazardous materials to be used or stored on the premises in quantities greater than those associated with normal household use; and
 - (b) for activities using or storing hazardous materials or wastes, a management plan shall be prepared and filed with the Fire Chief and Board of Health. The plan will be consistent with the requirements of Section 125-56G, above and shall include:

- [1] provisions to protect against the discharge of hazardous materials or wastes to the environment due to spillage, accidental damage, corrosion, leakage, or vandalism, including spill containment and clean-up procedures;
- [2] provisions for indoor, secured storage of hazardous materials or wastes with impervious floor surfaces; and
- [3] evidence of compliance with the Massachusetts Hazardous Waste Regulations 310 CMR 30.000.

K. Enforcement.

- (1) Written notice of any violations of this bylaw shall be given by the Zoning Enforcement Officer to the responsible person as soon as possible after detection of a violation or a continuing violation. Notice to the assessed owner of the property shall be deemed notice to the responsible person. Such notice shall specify the requirement or restriction violated and the nature of the violation, and may also identify the actions necessary to remove or remedy the violations and preventive measures required for avoiding future violations and a schedule of compliance.
- (2) A copy of such notice shall be submitted to the Board of Selectmen, Planning Board, Board of Health, Conservation Commission, and Water and Sewer Commission. The cost of containment, clean-up, or other action of compliance shall be borne by the owner/operator of the premises.

L. Severability.

If any provision of this bylaw is held invalid by a court of competent jurisdiction, the remainder of the bylaw shall not be affected thereby. The invalidity of any section or sections or parts of any section or sections of this bylaw shall not affect the validity of the remainder of this bylaw.

(Inserted by Planning Board)

ARTICLE 35: AMEND THE PROTECTIVE BYLAW CHAPTER 125-57

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 a new section 125-57 Agritourism Overlay District:

§125-57 AGRITOURISM OVERLAY DISTRICT.

A. Purposes and Objectives

- (1) The purpose of the Agritourism Overlay District (AOD) is to preserve farms and scenic landscapes of at least 30 acres by allowing agriculturally related tourism in rural areas as a means of providing a source of non-farm income.
- (2) Provide site standards for income producing activities so they occur at an intensity or scale that will not adversely impact adjoining property and will be compatible with Harvard's agricultural heritage.

B. Adoption of Overlay District Map

The AOD is established as an overlay district. The AOD consists of properties in the Agricultural Residential district as shown on the Agritourism Overlay District Map, prepared by the Harvard Planning Department and dated February 2018 is on file with the Town Clerk. Within the AOD, all regulations of the underlying district remain in effect, except to the extent the regulations are inconsistent with the provisions of the AOD.

C. Permitted Uses in the Overlay District. The following uses are allowed in the overlay district upon grant of a special permit by the Planning Board:

- (1) Restaurants, which may include entertainment
- (2) Micro winery, brewery, cidery, meadery, including tours, tastings and retail sales

- (3) Ice cream stand, bakery, and other food products made on the premises or sourced from New England.
 - (4) On-site social function facility, provide the applicant obtains the required permits and licenses from the Board of Selectmen and Board of Health and complies with all provisions and conditions of such permits and licenses.
- D. Permitted Accessory Uses in the Overlay District. The following uses are allowed in the overlay district in conjunction with Permitted Use in the Overlay District, §125-57C(1) – (4), upon grant of a special permit by the Planning Board:
- (1) Farm guest house.
 - (2) Gift shop, up to a maximum sales floor area of 5,000 square feet.
 - (3) Farm stands and farmers' markets.
 - (4) Accessory agricultural uses, including pick-your own fruits and vegetables, petting zoo, corn mazes, hay rides and similar uses.
- E. Submittal requirements
- An application for a Special Permit together with an application for site plan approval shall be filed with the Town Clerk and submitted to the Planning Board in accordance with Sections 125-38 and 125-46. The site plan shall show all proposed buildings, uses, parking areas, signs, lighting, and storm water management facilities. The project shall conform to all site standards specified elsewhere in the Protective Bylaw unless otherwise waived by the Planning Board in the AOD.
- F. Development Standards
- (1) The conversion of historic structures and barns to commercial use is encouraged and set-backs and height restrictions do not apply to buildings in existence before 2017.
 - (2) Set-backs for creation of new buildings for the permitted uses in the AOD are 200 feet from residences in existence at the time of application for the special permit.
 - (3) Alternative building siting is allowed without regard to lot width circle.
 - (4) More than one structure or main building may be permitted per lot.
 - (5) The maximum size of new construction for a single building is 5,000 square feet with a combined total maximum allowance of 30,000 square feet for Agritourism Overlay Uses.
 - (6) Signs are to be in accordance with 125-41. Signs are allowed as if this is a business use within the C-district in 125-41 C, including those pertaining to a site which contains two or more businesses located on the same lot.
 - (7) A traffic study shall be submitted with the special permit application per Section 125-39.B (5) (a) [2] regardless of trip generation. Traffic shall not have an adverse impact on the Town's road network or imperil public safety.
 - (8) The development shall have a public water supply permit from the Mass. Department of Environmental Protection, if applicable, and a septic system approved by the Board of Health. Privately owned and maintained on-site sewage disposal or treatment systems may be approved to serve multiple buildings in a Agritourism District Overlay development, if maintained and operated by an owner, notwithstanding the provisions of Section 125-32D of this Bylaw, if such disposal or treatment facility or system is approved by the Town's Board of Health and in compliance with the requirements of Title 5, 310 CMR 15.00, or is approved in accordance with the requirements of 314 CMR 5.00 (the Ground Water Discharge Permit Program). Such an approved system may be located on land owned in

common by the owners of the building(s) or lots within the development. The minimum setbacks of such system and any absorption area can be different from the minimum setback distance set forth in Section 125-32C(2)(b), provided that such setback complies with Title 5, 310 CMR 15.00, the Town Board of Health's regulations, or is approved in accordance with the requirements of 314 CMR 5.00 (the Ground Water Discharge Permit Program).

- (9) During the months of May – September, 25% of the food served in the restaurant shall be sourced from farms in New England. Applicants shall present a narrative that describes an approach for complying with this standard.
- (10) At least 50% of the property at the time of the adoption of the overlay, excluding wetlands, shall remain open and undeveloped in order to retain a productive farmland, scenic viewshed, and/or natural, historic, and cultural resources on the property. The 50% including the preservation of the above mentioned farmland, viewshed, natural or historic feature should be detailed on the site plan. If the commercial uses fail, the property shall revert to residential use and this restriction will no longer apply.
- (11) The development shall not adversely affect surrounding residential properties in terms of noise, odors, nuisances, light pollution, and other disturbances
- (12) In mixed-use projects, new development should be located, grouped and sited in a manner to respect the context of any adjoining existing residential uses. All uses in the new development should be clustered appropriately.
- (13) Where appropriate, historical significance shall be considered with special consideration for preservation of historic buildings on the site or on adjacent or neighboring properties.
- (14) Parking areas shall be designed to preserve views of the landscape and historic resources, to provide screening from near-by residences, and to protect environmental resources through the use of natural systems to manage stormwater runoff.
- (15) Loading docks shall be located and designed to minimize negative off-site impacts (visual and operational) on neighbors and neighboring properties.
- (16) Proposed structures shall be designed and sited to minimize scale-related impacts on neighboring lots and any adjacent open space.

(Inserted by the Planning Board)

ARTICLE 36: CITIZEN PETITION – AMEND CHAPTER 125

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 to Section 125-55 thereof regarding compliance with the Town's Housing Production Plan, or take any vote or votes in relation thereto.

[key to revisions: underlining = additions, ~~striketrough~~ = deletions]

§125-55, Hildreth Housing Overlay District (HHOD)

A. **Purpose:** The purposes of the Hildreth Housing Overlay District are to:

- (1) Provide an opportunity for development of dwellings containing two to six units;
- (2) Create multi-family housing consistent with Harvard's New England-style architecture and character of the Town Common/Town Center by following historic design principles;
- (3) Benefit the community by providing alternatives to conventional single-family homes for senior citizens wanting to down-size or live in a close-knit community;

- (4) Allow flexibility of structure placement to encourage New England-style development in harmony with the Town Common/Town Center;
- (5) Allow flexible land division in order to encourage private development of housing; ~~and~~
- (6) Create designs that provide master bedrooms and active living areas on the first floor; ~~and~~
- (7) Expand the supply of affordable housing opportunities in a manner consistent with the Town's Housing Production Plan.

G. Review Criteria and Considerations

- (1) No building permit shall be issued for construction in the HHOD without prior approval by the Planning Board of a site plan in accordance with the provisions of 125-38 of this Protective Bylaw.
- (2) The application shall include a statement from the Water and Sewer Commissions specifying the number of units that may connect to the Town Center water and sewer systems. The number of units proposed may not exceed that which can be served by such systems.
- (3) The materials and architectural design of the dwellings shall be compatible with the historic character of the Town Center. The applicant shall submit architectural elevations denoting exterior features and preliminary floor plans.
- (4) At least 10% of the site shall be set aside as common open space for outdoor activities, such as hiking trails, picnic areas, or gardens.
- (5) All units shall be built in conformance with Universal Design Standards. Master bedrooms shall generally be located on the first floor.
- (6) Sidewalks shall connect units in the development to common facilities and to the Hildreth House/Senior Center.
- (7) The application shall comply with the provisions of §136-5 of the Zoning Board of Appeals Regulations, Comprehensive Permits.

For reference purposes, here is the text of Chapter 136, Section 5 of the Zoning Board of Appeals Regulations, Comprehensive Permits.

§136-5. Affordability

- A. Number of affordable units. Comprehensive permit developments shall include at least 25% affordable units, as defined by the Act and Regulations. Affordable units shall be identical to the market rate units in floor area, interior and exterior finishing and bedroom mix, unless the Board approves otherwise.
- B. Restrictions on affordability. Restrictions shall be imposed on record title to the project, specifying that said units shall remain affordable in perpetuity. For affordable homeownership units, the restrictions shall include provisions granting the Town of Harvard a right of first refusal in the event that an income-qualified buyer is not found. Such restrictions shall also include a provision that if the Town does not exercise its right of first refusal, the difference between the price which an income-qualified buyer would have paid and the market price actually paid shall be deposited with the Town into an account to be used for affordable housing programs. Units shall be owner-occupied.

Local preference. The development plan shall reflect all legally permissible efforts to provide 70% of the affordable units to eligible residents of the Town of Harvard, their children or parents, eligible Town employees and eligible employees of Town businesses (the local preference). The local preference shall not have a disparate impact on protected classes, as defined by the Guidelines. The applicant shall obtain approval from its subsidizing agency and/or Department of Housing and Community Development (DHCD) (if required), prior to issuance of a comprehensive permit by the Board, of the local preference for a project.

(Inserted by Petition)

ARTICLE 37: WILD AND SCENIC RIVER DESIGNATION

To see if the Town of Harvard will accept the Nashua, Squannacook, and Nissitissit Rivers Stewardship Plan developed by the Nashua River Wild and Scenic River Study Committee, together with its recommendation to seek Wild and Scenic River designation.

(Inserted by the Board of Selectmen)

ARTICLE 38: REVOLVING FUNDS

To see if the Town will vote to set the following limits on the amounts to be expended from the following revolving funds during Fiscal Year 2019:

Revolving Fund	Expenditure Limit
Council on Aging	\$35,000.
Fourth of July Committee	\$35,000.
Harvard Ambulance Service	\$208,500.
Fire Department S.A.F.E. Program	\$15,000.
Application Review Advertising and Professional Service Cost	\$1,000.
Harvard Community Cable Access Committee	\$25,000.

or pass any vote or votes in relation thereto.

(Inserted by Finance Committee)

FINANCE COMMITTEE RECOMMENDS – the authorization of the expenditure limits above in accordance with the Town’s bylaws.

ARTICLE 39: HOME RULE PETITION - MEANS TESTED SENIOR CITIZENS PROPERTY TAX EXEMPTION

To see if the Town will vote to authorize the Board of Selectmen to 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 exception shall be applied only to the principal residence of a taxpayer as used by the taxpayer for income tax purposes.

Section 2. The Elderly and Disabled Tax Committee 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, the intent of this act is to follow Massachusetts Senior Circuit Breaker Income Tax Credit in order to qualify along with some town specific criteria:

(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 \$57,000, single head of household applicant \$71,000, married filing jointly \$86,000; Qualifying incomes will be adjusted annually to reflect cost of living adjustments (COLA) published by the Department of Revenue. No credit is allowed for a married taxpayer unless a joint return is filed.

(b) the qualifying real estate is owned by a single applicant having reached age 65 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 65 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 the last 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 \$720,000.

(f) the Harvard Elderly and Disabled Tax Committee 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 years' 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 Harvard Elderly and Disabled Tax Committee an application for abatement on a form to be adopted by the Committee. This form will be made available in Town Hall with the supporting documentation as described in the application. The application shall be filed by January 31 of each year for which the application seeks the exemption for the fiscal year commencing the following July 1, except for the first year following the adoption. The application must be accompanied by the previous year Massachusetts tax return with Schedule CB attached, the Circuit Breaker Credit form.

The Harvard Elderly and Disable Taxation Aid Committee 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 Harvard 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 5.15 percent income" or current percentage 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. An exemption shall not be granted under this act until the Massachusetts Department of Revenue certifies a residential tax rate for the applicable tax year where the total exemption amount is raised by a burden shift within the residential tax levy.

Section 8. Acceptance of this act by the town of Harvard shall be by an affirmative vote of a Special or Annual Town Meeting upon a 2/3 majority vote. Acceptance of this act by the town of Harvard shall be after Home Rule passage by the Massachusetts State Government and then 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 9. 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 election. Once reaffirmed, it shall take an affirmed 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 10. The selectmen and/or the Harvard Elderly and Disabled Tax Committee may make technical and procedural changes, if they decide such changes will: (1) make the administration of the act more efficient, or (2) make it easier to comply with the regulations of the Massachusetts Department of Revenue. Such changes shall not require further approval by the Legislature; or pass any vote or votes in relation thereto.
(Inserted by the Board of Selectmen)

FINANCE COMMITTEE RECOMMENDS: the passage of this home rule petition. The Finance Committee wishes to support seniors who want to stay in town. The percentage cap on the levy is set at .5% the first year and set by the Select Board between .5% and 1% for the 2nd and 3rd years. This article is designed to be a 3 year trial with the option of renewal after that time.

ARTICLE 40: AMEND SENIOR TAX DEFERRAL AMOUNTS

To see if the Town will vote to a.) adopt the highest maximum qualifying gross receipts amount, \$57,000., for senior citizens who qualify for a property tax exemption under Massachusetts General Laws Chapter 59, Section 5, Clause Forty-first A; and b.) adopt an interest rate of 2% for interest accrued on deferred property taxes payable by qualifying senior citizens who have entered into a property tax deferral agreement pursuant to said Clause Forty-first, or pass any vote or votes in relation thereto.
(Inserted by the Board of Selectmen)

FINANCE COMMITTEE RECOMMENDS: the passage of this article as it will further assist those residents who take advantage of this program.

ARTICLE 41: AMEND HOME RULE SPECIAL ACT APPOINTMENT OF ASSESSOR NON-RESIDENT

To see if the Town will vote to authorize the Board of Selectmen to petition the General Court to amend Chapter 85 of the Acts of 1993 entitled "AN ACT ESTABLISHING A FINANCE DEPARTMENT IN THE TOWN OF HARVARD" striking therefrom Section 2, which authorizes the Board of Selectmen to appoint a multi-member board of assessors, and replacing said Section 2 with the following new Section 2:

SECTION 2. Notwithstanding the provisions of General Laws chapter 41, section 25, or any other provisions of general or special laws to the contrary, the Selectmen of the Town of Harvard may appoint as the single and sole assessor of said town any suitable individual or company, and said assessor shall not be required, as a condition of employment or contract, to be an inhabitant, citizen or resident of said town. The appointment of the present board of assessors, and all official acts under-taken or performed by said board, are hereby terminated, or pass any vote or votes in relation thereto.
(Inserted by the Board of Selectmen)

ARTICLE 42: FISCAL YEAR 2019 SALARY AND WAGE ADJUSTMENTS

To see if the Town will vote to raise and appropriate, borrow or transfer from available funds, a sum of money to supplement the amounts appropriated under Article 5 of the Warrant for the 2018 Annual Town Meeting for salaries and wages of non-school officials and employees in order to implement the findings and recommendations set forth in the final report entitled “TOWN OF HARVARD, MASSACHUSETTS COMPENSATION AND CLASSIFICATION STUDY Non-Union Positions”, dated February, 2018, prepared by Human Resources Services, Inc., a copy of which report is filed in the Office of the Town Clerk, or pass any vote or votes in relation thereto.

(Inserted by Board of Selectmen)

FINANCE COMMITTEE RECOMMENDS – an amount not to exceed \$62,000. be raised and appropriated to supplement the amounts appropriated under Article 5 of the Warrant for the 2018 Annual Town Meeting for salaries and wages of non-school officials and employees in order to implement the findings and recommendations set forth in the final report entitled “TOWN OF HARVARD, MASSACHUSETTS COMPENSATION AND CLASSIFICATION STUDY Non-Union Positions”, dated February, 2018, prepared by Human Resources Services, Inc.

ARTICLE 43: ACCEPTANCE OF GIFTS OF PROPERTY

To see if the Town will vote to accept gifts of land or interests in land for any municipal purpose, and authorize the Board of Selectmen to acquire said parcels of land or interests therein so donated or purchased by eminent domain for the purpose of confirming and making clear the Town’s title to said parcels of land or interests therein, 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 44: 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 2019 Chapter 90 awards.

* * * * *

And furthermore, in the name of the Commonwealth, you are hereby required to notify and warn the inhabitants of the said Town who are qualified to vote in Town affairs, to meet at The Bromfield School, 14 Massachusetts Avenue, on Tuesday, the 8th day of May, 2018, 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; Tree Warden, one position for one year; Warner Free Lecture Society Trustee, two positions for three years.

QUESTION #1 – APPROVE THE ADOPTION OF THE HARVARD CHARTER

Shall the Town of Harvard approve the Charter recommended by the Charter Commission as summarized below?

Summary

The proposed Charter clarifies and better defines the existing Executive function, tasking the Select Board with:

- Preparing an annual Strategic Plan defining its vision and annual goals. The plan will incorporate the Ten-year Master Plan, Capital Investment Plan, and Finance Committee five-year plan.
- Proposing annual operating and capital budgets that further the Strategic Plan's proposed initiatives and policies.
- Reporting to Town Meetings on the progress on the prior year's Strategic Plan and the emerging challenges and opportunities in the coming years.
- Appointing the members of most boards and committees, including the Planning Board. The Select Board, the Moderator, the School Committee, the Library Trustees, and the Trustees of the Warner Free Lecture will continue to be elected. All terms will remain as they are currently, generally three years.

Other changes to Harvard's current government include clarifying the role of the Town Administrator in supporting the Select Board and establishing a quorum for Town Meeting as a minimum of 50 voters.

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

QUESTION #2 – HAPGOOD LIBRARY - CONSTRUCT ADA ACCESSIBLE FRONT DOOR AND ADDRESS ADA COMPLIANCE ISSUES

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 bonds issued in order to construct an Americans with Disabilities Act (ADA) accessible front entrance at the Hapgood Library building and for code compliance renovations, repairs, and improvements throughout the building?

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

QUESTION #3 – HILDRETH ELEMENTARY SCHOOL

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 bonds issued in order to construct, originally equip and furnish a new Hildreth Elementary School on the existing site for students in grades PK-5, including the cost of architectural design, project management and other incidental and related costs, as well as demolition of the existing building and other necessary site improvements?

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

(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 6th day of March, Two Thousand and Eighteen.

Harvard Board of Selectmen:

Lucy B. Wallace, Chairman
Kara McGuire Minar
Stuart Sklar
Kenneth R. Swanton
Alice von Loesecke

A TOWN MEETING VOCABULARY

Bond Rating	Harvard has attained a Standard & Poor's AAA 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 Years run from July 1 to June 30.
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.

STATEMENT PRIOR TO CHARTER

The pages that follow were submitted by the Town of Harvard Charter Commission and are included in this book due to the legal requirement that it must be mailed to every residence in town two weeks prior to the Town Election.

The Charter is part of the Town Election and as such you will be voting on it at the election on Tuesday, May 8, 2018 at The Bromfield School Cafeteria.

**Town of Harvard
Charter Commission
Final Charter Report
October 12, 2017**

We present the Harvard Charter to our fellow citizens with a recommendation for its adoption at the Town Election in Spring 2018. The following is a summary of the Charter. The Charter can be found on the Town website.

Overview

A Charter Commission was formed in April 2016. The Commission first considered whether the Town would benefit from a Town Charter and concluded that it would. The Commission felt that our current government could benefit from further definition of roles and processes.

Considerations in structuring the Charter were:

- Strengthening our government to increase leadership, effectiveness, and accountability.
- Maintaining the current Open Town Meeting and five-member elected Select Board (the renamed Board of Selectmen).
- Addressing current and emerging economic challenges of the Town.
- Generating higher volunteer participation in Town government.

Summary

The proposed Charter clarifies and better defines the existing Executive function, tasking the Select Board with:

- Preparing an annual Strategic Plan defining its vision and annual goals. The plan will incorporate the 10-year Master Plan, Capital Investment Plan, and Finance Committee five-year plan.
- Proposing annual operating and capital budgets that further the Strategic Plan's proposed initiatives and policies.
- Reporting to Town Meetings on the progress on the prior year's Strategic Plan and the emerging challenges and opportunities in the coming years.
- Appointing the members of most boards and committees. The Select Board, the Moderator, the School Committee, the Library Trustees, and the Trustees of the Warner Free Lecture will continue to be elected. All terms will remain as they are currently, generally three years.

Other changes to Harvard's current government include clarifying the role of the Town Administrator in supporting the Select Board and establishing a quorum for Town Meeting as a minimum of 50 voters.

The Charter must be re-evaluated every 10 years but may be reviewed or revised sooner at the will of the Town's citizens. The Commission recommends that the Select Board form a Task Force to guide the implementation of the Charter and to recommend modifications to current bylaws to support the Charter.

Town of Harvard

Harvard Charter, 2018

Final Report

October 12, 2017

Recommendation for Adoption

Consistent with the vote of the 2016 Town Election, a Charter Commission was formed and in due course gave consideration to the following:

- The current governance structure;
- The challenges currently faced by Harvard and those likely to emerge;
- The purview of a Charter (as distinguished from bylaws and procedures);
- An array of structural changes that would improve Town government.

Based on this inquiry, we present the enclosed Charter to our fellow citizens with a recommendation for adoption.

Respectfully submitted,

Charter Commission Members

Paul Cohen, Chair
Cynthia Russo, Vice-Chair
Richard Maiore, Clerk
Sharon McCarthy
George McKenna

Stephanie Opalka
C. Ronald Ostberg
Charles Redinger
Peter Warren

Statement of Intent

Current Conditions:

The current bylaws, procedures, and traditions that prescribe the operations of Harvard's government are dispersed among numerous documents and informal protocols; they are neither comprehensive nor reliably consistent.

The volunteer driven, direct democracy that served Harvard well for 275 years is challenged by recent and escalating changes in the demographics and culture of America in general and Harvard in particular. Other considerations and changes in our community include:

- Geography is no longer a primary determinant of “community.” K-12 education is Harvard's defining exception.
- Employment and goods and services are essentially unavailable within Harvard. Exceptions are virtual employment and commerce.
- Relatively high and uniform real estate values have narrowed the resident profile.
- Regulations governing land use and environmental protection have grown.
- The demand for enhanced government services has changed the number, expertise, and profile of staff.
- Staff benefits are greater and procurement procedures are more elaborate.

These changes have increased the complexity and cost of governing: Budgets have grown; volunteers can no longer be relied on to provide the required expertise; and the revenue generating capacity of a tax base that is overwhelmingly residential is being tested. This has resulted in diminished volunteer participation in civic affairs and diminished appreciation of the historic obligation to contribute to Town governance.

Strong executive leadership is needed to develop and implement a strategic plan that addresses the issues listed above while respecting the Town's values and preserving its distinguishing characteristics.

Summary of remedies provided by this Charter:

The description of Harvard's government shall be consolidated and recorded in a single document, titled the Harvard Charter, 2018 and, subsequent to its adoption, complemented by a modified set of bylaws and Town agency procedures.

The historic and foundational principles of direct democracy shall be maintained: Town Meeting and Town Elections shall constitute the Legislative Branch; the elected Select Board, supported by the Town Administrator's office, shall constitute the Executive Branch.

This Charter shall reaffirm the authority of the Select Board. The following specifics within the Charter will allow the Select Board to better lead the Town into the future:

- At the outset of each fiscal year, the Select Board will prepare a Strategic Plan that provides:
 - Defining the Town's Vision - including emerging issues and opportunities;
 - Identifying and assigning the Planning initiatives required to understand the dynamics of that Vision and a way of addressing it;
 - Consideration of the current Master Plan, the Capital Investment Plan, and Finance Committee Five-Year Plan, and citizen inputs;
 - Developing an outline of Policy options;
 - Projecting revenue necessary for implementing planning activities and policies, and include this projection in its proposed Town Budget.
- Over the course of the fiscal year the Select Board will:
 - Direct, coordinate, and provide resources to the Town Administrator, staff, and Town agencies in their performance of various planning, policy, and budgeting activities.
 - Support member of all Town agencies.
 - Recruit and appoint members of unelected Town agencies.
 - As necessary, form agencies to address issues not otherwise covered.
- At Annual Town Meeting the Select Board will present the State of the Town:
 - Propose an operating budget and a capital budget that support its planning initiatives and proposed policies;
 - Report on the status of the Strategic Plan, and describe current and anticipated actions, issues, and opportunities.

Other changes to Harvard's current government include clarifying the role of the Town Administrator in supporting the Select Board and establishing a quorum for Town Meetings as a minimum of 50 voters.

The Charter must be evaluated every 10 years but may be reviewed or revised sooner at the will of the voters. The Commission recommends that the Select Board form a task force to guide the implementation of the Charter and to propose modifications to current bylaws.

PROPOSED TOWN OF HARVARD CHARTER

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PREAMBLE

People of the Town of Harvard in the Commonwealth of Massachusetts, in order to assure the effectiveness of Town government, facilitate the delivery of services, maintain a high quality of life, be responsive to future needs and opportunities, and encourage public participation in municipal affairs – all in accordance with the Home Rule Amendment to the Constitution of the Commonwealth – do ordain and establish this Home Rule Charter for the Town of Harvard.

Our community is committed to the principle of equal opportunity for all. We believe that civil conduct in public affairs promotes participation in democracy and that by sharing our ideas and opinions with others in thoughtful and considerate ways, we build a stronger and more diverse community. Inclusionary procedures ensure all voices are heard and all citizens are emboldened to contribute to Harvard's governance and community spirit. Our talents, the depth of our goodwill, and our diverse perspectives are fundamental to Harvard's well being.

ARTICLE 1: INCORPORATION, EXISTENCE, AND AUTHORITY

Section 1-1: Incorporation

The inhabitants of the Town of Harvard, within the corporate limits established by law, shall continue to be a body corporate and politic with perpetual succession under the name “Town of Harvard.”

Section 1-2: Short Title

This instrument shall be known and cited as the Harvard Charter.

Section 1-3: Powers of the Town

It is the intent and purpose of the voters of the Town, through the adoption of this Charter, to secure for the Town all the powers possible under the constitution and laws of the Commonwealth, as fully and as completely as though each power were specifically and individually enumerated herein.

Section 1-4: Division of Powers

The administration of all the fiscal, prudential, and municipal affairs of the Town shall be vested in an executive branch headed by a Select Board and a Town Administrator. The legislative powers shall be exercised by an open Town Meeting.

Section 1-5: Interpretation of Powers

The powers reserved or granted to the Town under this Charter shall be construed liberally and interpreted broadly in its favor and the specific mention of any particular power is not intended to limit in any way the general powers of the Town as stated in section 1-3.

Section 1-6: Intergovernmental Relations

The Town may enter into agreements with any other units of government to perform jointly or in cooperation, by contract or otherwise, any of its powers or functions.

Section 1-7: Continuation of Existing Laws

All general laws, special laws, Town bylaws, votes, rules, and regulations of or pertaining to the Town which are in force when this Charter takes effect and which are not specifically or by implication repealed directly or indirectly hereby, shall continue in full force and effect until amended or rescinded by due course of law or until they expire by their own limitation.

Section 1-8: Ethical Standards

Elected and appointed officers, employees, and volunteers of the Town are expected to demonstrate with their general conduct and in the performance of their duties and responsibilities, the highest ethical standards to the end that the public may justifiably have trust and confidence in the integrity of its government. Elected and appointed officers, employees, and volunteers of the Town shall recognize that they act always as agents for the public, that they hold their offices or positions for the benefit of the public, that the public interest is their primary concern, and that they are required to faithfully discharge the duties of their offices regardless of personal considerations. Elected and appointed officials, employees, and volunteers of the Town shall not use their official positions to secure or grant special consideration, treatment, advantage, privilege, or exemption to themselves or to any other person beyond that which is available to every other person.

Section 1-9: Definitions

As used in this Charter, the following words shall have the following meanings unless the context clearly requires otherwise:

- (a) "Agency," any board, commission, committee, department, division, or office of the Town government.
- (b) "Annual Town Report," a report given to citizens at Annual Town Meeting that includes the financial state of the Town and identifies upcoming issues that will affect the Town.
- (c) "Charter," this Charter and any amendments to it, which may hereafter be adopted.
- (d) "Days," business days, not including Saturdays, Sundays, and legal holidays; provided, however, that when the time set is at least seven days, every day shall be included.
- (e) "Emergency," a sudden, unexpected, unforeseen happening, occurrence, event, or condition that necessitates immediate action.
- (f) "Massachusetts General Laws," the statutes of the Commonwealth of Massachusetts, cited as M.G.L.
- (g) "Majority vote," a majority of those present and voting, provided that a quorum is present when the vote is taken.
- (h) "Master Plan," a plan revised or developed every 10 years by the Planning Board per Massachusetts General Laws.
- (i) "Quorum," except for a Town Meeting and unless otherwise required by law or this Charter, a majority of the members of an agency then in office, not including any vacancies that might then exist.
- (j) "Strategic Planning Process," the Select Board's annual development of a set of priorities and yearly goals for the purpose of assessing and adjusting the Town's direction.
- (k) "Town," the Town of Harvard.
- (l) "Town Caucus," shall apply to any public meeting of the voters held under the provisions of the Massachusetts General Laws relating to caucuses for the purpose of nominating persons for election.

- (m) "Town Meeting," the open Town Meeting established in Article 2, whether annual or special.
- (n) "Town Officer," a person having charge of an office or department of the Town who, in the exercise of the powers or duties of that position, exercises some portion of the sovereign power of the Town.
- (o) "Treasury Warrant," a document required to be signed by an authorized person to approve payment for services or supplies rendered to the Town.
- (p) "Voters," registered voters of the Town.
- (q) "Warrant," a document required to warn and notify residents and inhabitants of the Town, who are qualified to vote in Town affairs, to meet at a specific place to act on published articles relating to the governance of the Town.

ARTICLE 2: LEGISLATIVE BRANCH

Whereas open Town Meeting is the purest form of democratic government that provides every registered voter of the community with the opportunity to debate and vote on the budget, bylaws, and other legislative actions of the Town; and whereas open Town Meeting has been in effect in the Town of Harvard since its incorporation in 1732; this Town Charter maintains an open Town Meeting legislative branch, provides for the direct election of a Town Moderator to preside over the Town Meeting, the right for registered voters to petition for a Special Town Meeting, and the right for registered voters to petition for articles to be considered on the warrant for a Town Meeting.

Section 2-1: Town Meeting

The legislative powers of the Town shall be exercised by a Town Meeting open to all registered voters of the Town. In order to conduct business, a quorum of 50 registered voters must be in attendance at any time. A voter may request that the Moderator count the registered voters in attendance at any time during the meeting in order to establish the existence of a quorum. If a quorum is not present and the business of the meeting has not been concluded, the Moderator shall announce the time and place at which the meeting will be continued.

The Annual Town Meeting shall be held during February through June on a date determined by the Select Board. The Annual Town Meeting shall be concerned with, but not limited to, the determination of matters involving the expenditure of Town funds and the adoption of an annual operating budget for all Town agencies.

Section 2-2: Special Town Meetings

Special Town Meetings shall be held at the call of a majority of the full Select Board in order to transact the legislative business of the Town in an orderly manner. Special Town Meetings shall also be held on the petition of the lesser of at least 200 voters or 20 percent of the total number of voters.

Section 2-3: Presiding Officer (Moderator)

The Moderator, elected as provided in Section 3-4, shall preside at all sessions of Annual and Special Town Meetings. At the first session of the Town Meeting, the Moderator may appoint a voter to serve as Deputy Moderator. In the absence of the Moderator and the duly ratified Deputy Moderator at any session of a Town Meeting, the Town Clerk shall open the meeting and preside over the election of an acting Moderator. In the absence of the Moderator, the Deputy Moderator, and the Town Clerk, the presiding officer of the first session of a Town Meeting shall be determined as provided for by law. The Deputy Moderator may also temporarily serve when the Moderator has a conflict or the appearance of conflict arises, as determined by the Moderator, with regard to a particular article or matter under consideration.

The Moderator, at all Town Meetings, shall regulate the proceedings, decide all questions of order, make public declaration of all votes, and may exercise such additional powers and duties as may be authorized by law, this Charter, bylaw, or other vote of the Town Meeting.

Section 2-4: The Town Report

The Select Board shall publish an Annual Town Report and make it available before Annual Town Meeting; however, failure to comply with this section shall not prevent Town Meeting from proceeding.

Section 2-5: Warrant

Every Town Meeting shall be called by a warrant issued by the Select Board, which shall state the time and place at which the meeting is to convene and, by separate articles, identify the subject matters to be acted upon. The publication of the warrant for every Town Meeting shall be in accordance with Massachusetts General Laws and bylaws governing such matters.

Section 2-6: Initiation of Warrant Articles

- (a) Initiation - Subject to paragraph (c), the Select Board shall receive petitions addressed to it that request the submission of any matter to the Town Meeting and are filed by (1) any Town officer, or (2) any volunteer Town agency acting by a majority of its members then in office, or (3) any 10 or more registered voters for an Annual Town Meeting, or (4) any 100 registered voters for a Special Town Meeting.
- (b) Referral - Following receipt of any petition containing a proposed warrant article, the Select Board shall deliver a copy of the proposal to the chair of the Finance Committee and shall distribute copies of the proposal as may be required by law or bylaw.
- (c) Notice - Whenever a Town Meeting is to be called, notice shall be given by posting attested copies of the warrant in at least one public place in the Town and on the Town's website at least seven days before Annual Town Meeting and at least 14 days before a Special Town Meeting. The content, scheduling, and notice requirements for a Town Meeting shall be as provided for in Massachusetts General Laws.

Section 2-7: Conflicting Meetings

No meeting of any Town agency shall be convened or be in session during a session of Town Meeting, unless that meeting is concurrent with and in the same location as the Town Meeting to allow the agency to act on matters that arise during the Town Meeting.

Section 2-8: Clerk of the Meeting

The Town Clerk shall serve as clerk of the Town Meeting, give public notice of all adjourned sessions of the Town Meeting, record its proceedings, and perform such additional duties in connection therewith as may be provided by the law, this Charter, bylaw, or other Town Meeting vote.

Section 2-9: Rules of Procedure

The Town Meeting may, by bylaw, establish, amend, revise, or repeal rules governing the conduct of all Town Meetings as long as they are consistent with Massachusetts General Laws.

Section 2-10: General Powers and Duties

The Town Meeting shall provide for the exercise of all of the powers of the Town and for the performance of all duties and obligations imposed upon the Town for which no other provision is made by law, this Charter, or bylaw.

ARTICLE 3: ELECTED AND APPOINTED TOWN AGENCIES

Section 3-1: General

- (a) Elective Town Offices - The Town offices to be filled by the voters shall be the Select Board, School Committee, Moderator, Trustees of the Harvard Public Library, Trustees of the Warner Free Lecture, and other officers or representatives to regional authorities or districts as may be established by law or by inter-local agreement, who shall also be filled by ballot at Town elections.
- (b) Town Election - The annual election by ballot of elective Town offices, and voting on any questions required by law to be placed upon the official ballot shall take place on a date to be determined by the Select Board during the months of February through June after the Annual Town Meeting held for the transaction of other business.
- (c) Eligibility - Any voter shall be eligible to hold any elective Town office unless specifically prohibited by law. To be placed on the ballot, eligible candidates shall be chosen by Town Caucus or shall submit nomination papers to the Town Clerk that contain at least 25 signatures of Harvard registered voters, in accordance with Massachusetts General Laws.
- (d) Compensation - Elected Town officers shall receive such compensation for their services as may be appropriated at the Annual Town Meeting for such purpose.
- (e) Filling of Vacancies
 - 1. Moderator - If a vacancy in the said office occurs during any term, it may be filled by the voters of the Town.
 - 2. Elected Boards - If there is a failure to elect a member of a Town agency, or if a vacancy occurs in the membership of an elected agency, the vacancy shall be filled as follows:
 - i) Select Board - If there is a failure to elect a member of the Select Board, or if a vacancy occurs in the membership of the Select Board, the remaining members of the Select Board may call a special election to fill the vacancy or shall call the special election upon the written request of at least 20 percent of the total number of registered voters of the Town, provided that such request is filed with the Select Board not less than 100 days prior to the date of the next annual election.
 - ii) School Committee, Trustees of the Harvard Public Library, and Trustees of the Warner Free Lecture Society - The remaining members of the agency shall give notice of the vacancy to the Select Board and to the public. The Select Board and the remaining members of the elected board shall, by joint vote, not less than one week after notice of the date on which the vote is to be taken, fill the vacancy until the next Town election. The affirmative votes of the majority of the persons entitled to vote on the vacancy shall be necessary for the election.
 - 3. Appointed Agency Positions - Vacancies in any volunteer positions will be filled by the Select Board. The agency with the vacancy may make a recommendation to the Select Board to fill the vacancy. Positions appointed by the Moderator will be filled by the Moderator.

Section 3-2: Select Board

- (a) Composition, Term of Office - There shall be a Select Board consisting of five members elected for terms of three years each, arranged so that the terms of office of as nearly an equal number of members as is possible shall expire each year.

(b) Powers and Duties - The executive powers of the Town shall be vested in the Select Board, which shall be deemed to be the chief executive office of the Town. The Select Board shall possess all of the executive powers that a Select Board may possess and exercise, except those powers and duties assigned by this Charter, bylaw, or other Town Meeting vote to the Town Administrator or other body acting on behalf of the Select Board. The Select Board shall:

1. Lead the Executive Branch in matters of policy and budget:

- i) Serve as the chief policy making agency of the Town.
- ii) Be responsible for the formulation and promulgation of policy goals, including long-term policy goals and immediate and specific initiatives to be followed by all Town agencies serving under it.
- iii) Coordinate elected and appointed Town officers and agencies.
- iv) Conduct a fully integrated, collaborative Strategic Planning Process incorporating the Master Plan, Capital Investment Plan, and Finance Committee Five-Year Plan. Develop a statement of the goals of the Select Board and a charge to the other Town agencies within 60 days after Annual Town Meeting.
- v) Participate in the Master Planning process as defined by Massachusetts General Laws and oversee the implementation of the recommendations of the Master Plan.
- vi) Prepare and submit the budget of the Town as set forth in Article 6. The budget shall support the articulated policy goals and initiatives. Budget preparation shall begin in September/October annually with a joint meeting of the Select Board, School Committee, Finance Committee, Capital Planning and Investment Committee, Planning Board, Board of Library Trustees, Board of Health, Conservation Commission, Community Preservation Committee, Park and Recreation Commission, and others as deemed necessary by the Select Board. A review of the proposed budget shall occur in January with final presentation to the Town for approval at the Annual Town Meeting.

2. Manage the Executive Branch:

- i) Employ best practices for project management, planning, design, and tasks necessitating the collaboration of multiple Town agencies.
- ii) Communicate through regular citizen forums and provide an annual report on the state of the Town. This report shall be presented to the Annual Town Meeting and shall evaluate the progress made on the goals established by the Strategic Planning Process. The report shall also include a summary of the Town's financial position, economic development and capital projects, as well as any other items that will impact the Town within the next several years.
- iii) Recruit, appoint, and support volunteers. Appointments to the following boards shall be by an affirmative vote of no less than four members of the Select Board: Planning Board, Board of Health, Cemetery Commission, Community Preservation Committee, Constable, Historical Commission, Park and Recreation Commission, and Tree Warden. Agencies should represent a cross-section of the Town as a whole.
- iv) Guide and assist Town agencies in fulfilling their charge. Periodically communicate with volunteers requesting feedback on policy initiatives.

- v) Award and execute all contracts for services and supplies for all departments and agencies of the Town, other than the School Committee; provided, however, that the Select Board, at its sole discretion, may delegate this authority to any Town officer or agency.
 - vi) Plan for the maintenance of governmental buildings and infrastructure, including school buildings and infrastructure if so requested by the School Committee.
- 3. Act to further the goals and values of the Town as set forth in the preamble to this Charter.
- 4. Implement the Charter.
- (c) Day-to-Day Administration - Other than in the case of an emergency, nothing in this section shall be construed to authorize any member of the Select Board, nor a majority of its members, to become involved in the day-to-day administration of any Town agency.
- (d) Licensing Authority - The Select Board shall be the Licensing Board of the Town and may issue licenses, make reasonable rules and regulations regarding the issuance of licenses, and attach such conditions and restrictions thereto as it deems to be in the public interest provided, however, that such rules, regulations, conditions, and restrictions are not incompatible with applicable law. The Select Board shall seek opinion and input from citizens and Town agencies as to the impact of any license. The Select Board shall enforce the laws relating to all businesses for which it issues licenses. The Select Board may delegate its licensing authority unless specifically prohibited by law.
- (e) Appointing Authority - The Select Board shall appoint the Town Administrator, Town Counsel, Finance Director/Town Accountant, Town Constable, all members of non-elected voluntary Town agencies and other non-elected agencies as required by Massachusetts General Laws, with the exception of those positions appointed by the Moderator. The Select Board shall also appoint a police chief and a fire chief. The police chief shall serve under M.G.L. ch.41 §97A. The fire chief shall serve under M.G.L. ch.48 §42.
- (f) Investigations - The Select Board may investigate the affairs of the Town and the conduct of any Town agency, including any doubtful claims against the Town.

Section 3-3: School Committee

- (a) The Harvard School Committee provides public education, pre-K through high school, and related services to the Town of Harvard. The School Committee shall consist of five members elected for terms of three years each, the terms being arranged so that the terms of office of as nearly an equal number of members as possible expire each year.
- (b) The Harvard School Committee shall have all of the powers and duties that are given to School Committees under the constitution, laws, and regulations of the Commonwealth and additional powers and duties as may be authorized by bylaw or other vote of the Town Meeting.

Section 3-4: Town Moderator

- (a) Term of Office - There shall be a Town Moderator elected for a term of one year.
- (b) Powers and Duties - The Town Moderator shall be the presiding officer of the Town Meeting and shall regulate its proceedings and perform other duties as may be provided by law, this Charter, bylaw, or other Town Meeting vote.

- (c) Appointment of the Finance Committee - The Town Moderator shall appoint a Finance Committee that shall consist of seven residents, none of whom shall be a Town officer elected by ballot or an appointed officer or employee receiving a salary, who shall perform their duties without salary or compensation. The terms shall be for a period of three years and shall be arranged in order that the terms of as nearly an equal number of members as possible shall expire each year. The Moderator shall exercise due care in the process of selecting members to ensure that the committee represents a cross section of the Town as a whole.
- (d) Appointment of the Capital Planning and Investment Committee - The Town Moderator shall appoint two members of a Capital Planning and Investment Committee.
- (e) Other Appointments - The Town Moderator shall make other appointments provided for by law, this Charter, or bylaw.

Section 3-5: Trustees of the Harvard Public Library

- (a) Composition, Term of Office - There shall be a Board of Trustees of the Harvard Public Library, which shall consist of six members, each serving for a term of three years. The terms shall be arranged in order that the terms of two members shall expire each year.
- (b) Powers and Duties - The Trustees of the Harvard Public Library shall have all of the powers and duties that are given to Boards of Trustees under the constitution, laws, and regulations of the Commonwealth. Trustees shall have the authority to hire a director and other library employees. Employees shall be governed by the personnel policies of the Town.

Section 3-6: Trustees of the Warner Free Lecture Society

- (a) Composition, Term of Office - There shall be a Board of Trustees of the Warner Free Lecture Society that shall consist of six members, each serving for a term of three years. The terms shall be arranged in order that the terms of two members shall expire each year.
- (b) Powers and Duties - The Trustees of the Warner Free Lecture Society shall have powers and duties in accordance with its declaration of Trust.

Section 3-7: Terms of Service

The term of service for appointed members of volunteer Town agencies is three years, unless defined otherwise for a specific agency. Terms shall be arranged so that the terms of service of one-third of the members, as nearly as possible, expire each year. Terms expire at the time of the Annual Town Election held after their appointment, unless an officer or member is terminated sooner by vote of the Select Board.

ARTICLE 4: TOWN ADMINISTRATOR

Section 4-1: Appointment and Qualifications

- (a) The Select Board shall appoint, by a four-fifths vote, a Town Administrator for an indefinite term. The Town Administrator shall be appointed on the basis of the person's proven administrative ability, especially qualified by education, training, and management experience.

The Town Administrator shall devote full time to the duties of the Office and shall not hold any other elective or appointed office, nor shall the Town Administrator engage in any other business unless the Select Board approves such action in advance in writing.

- (b) The Select Board shall establish an employment agreement for a period of time.

Section 4-2: Duties and Responsibilities - General

- (a) Manage the Office of the Select Board.
- (b) Work with the Select Board to develop long-range goals and objectives for the Town, including keeping the board informed on the long range needs of the Town and suggesting alternative courses of action.
- (c) Manage Town agencies under the jurisdiction of the Select Board and supervise all Town employees, with the exception of school and library employees. Coordinate volunteer members of Town boards with Town departments.
- (d) Attend all regular and special meetings of the Select Board and all sessions of the Town Meeting to answer questions that are related to the warrant articles and matters under the general supervision of the Town Administrator.
- (e) Administer personnel policies, practices, rules, and regulations, any compensation plans, and any related matters for all municipal employees. Administer all collective bargaining agreements, except for school department agreements, entered into by the Town.
- (f) Responsible for purchasing all supplies, materials, and equipment for all departments under the jurisdiction of the Select Board, subject to the approval of the Select Board.
- (g) Responsible for the proper maintenance of all Town real property except property under the jurisdiction of the School Committee, provided that the Town Administrator will be responsible for maintenance of property under the jurisdiction of the School Committee if so requested by the School Committee or if provided by statute or bylaw.
- (h) Delegate, authorize, or direct any subordinate or employee of the Town to exercise any power, duty, or responsibility that the Town Administrator is authorized to exercise, provided that all acts that are performed under such delegation shall be deemed to be acts of the Town Administrator.
- (i) Perform such other duties as necessary or as may be assigned by this Charter, bylaw, Town Meeting vote, or the Select Board.

Section 4-3: Duties and Responsibilities - Hiring

Together with the Personnel Board, advise the Select Board regarding hiring decisions. Hire other Town employees, except school and library employees, unless otherwise provided by statute or this Charter. Solicit input from the agencies that will be supported by a new employee.

Section 4-4: Duties and Responsibilities - Financial

- (a) Ensure that complete and full records of the financial and administrative activity of the Town are maintained and provide reports to the Select Board as may be required. Monitor and report actual expenditures during the year to the Select Board.
- (b) Work with the Select Board and Finance Director to develop the annual Town budget and coordinate the compilation of the capital program with the Select Board, Capital Planning and Investment Committee, Finance Committee, and Finance Director to develop a capital spending plan for approval at Annual Town Meeting. Serve as Select Board's liaison with the Finance and Capital Planning and Investment Committees.
- (c) Review and make recommendations to the Select Board on all budget requests of departments reporting to the Select Board.
- (d) Approve payroll and Treasury Warrants on behalf of the Select Board.

Section 4-5: Duties and Responsibilities - Community and Economic Development

- (a) Together with a Director of Community and Economic Development, if the Select Board appoints one, work to accomplish the community and economic goals as envisioned by the Select Board.
- (b) Develop and further a process that facilitates the development of projects that address the Select Board's development goals.

Section 4-6: Removal or Suspension

The Select Board may remove or suspend the Town Administrator at a duly noticed public meeting by an affirmative vote of at least four-fifths of its members.

ARTICLE 5: ADMINISTRATIVE ORGANIZATION

Section 5-1: Organization of Town Agencies

The organization of the Town into operating agencies for the provision of services and administration of government may be accomplished by any method consistent with law and this Charter, including adoption of bylaws, appropriation of funds, or adoption of rules and regulations by appropriate entities. Further, the Town Administrator may, with the approval of the Select Board and consistent with law and this Charter, establish, reorganize, consolidate, or abolish any department or position under the Select Board's direction and supervision.

Section 5-2: Merit Principle

All appointments and promotions of Town officers and employees shall be made on the basis of merit and fitness demonstrated by examination or other evidence of competency and suitability.

Section 5-3: Finance Department

- (a) There shall be a Finance Department managed by the Finance Director/Town Accountant reporting to the Town Administrator and the Select Board. This department will include a Treasurer/Collector and a Principal Assessor. The department shall be responsible for the performance of all the fiscal and financial activities of the Town. The Finance Director/Town Accountant, upon certification as a school business administrator and at the will of the School Committee, shall serve as the School Business Manager and report to the Superintendent of Schools and the School Committee for all school-related financial activities.
- (b) The Finance Department has powers, duties, and responsibilities related to municipal finance under supervision of the Finance Director.
- (c) The Finance Department shall ensure that complete and full records of the financial activities of the Town are maintained and shall render written reports to the Town Administrator comprising a full accounting of Town financial operations.
- (d) Treasurer/Collector - the Town Administrator shall appoint the Treasurer/Collector. The Treasurer/Collector shall have all the powers and duties vested in this office by law, this Charter, bylaw, or other Town Meeting vote.
- (e) Principal Assessor - the Town Administrator shall appoint the Principal Assessor. The Principal Assessor shall have all the powers and duties vested in this office by law, this Charter, bylaw, or other Town Meeting vote.

Section 5-4: Director of Community and Economic Development

- (a) The Town Administrator shall appoint the Director of Community and Economic Development as authorized by the Select Board. This appointment shall be done in consultation with the Planning Board, Zoning Board of Appeals, Conservation Commission, Board of Health, and other appropriate agencies.
- (b) The Director of Community and Economic Development shall
 1. Work to accomplish community and economic goals as envisioned by the Select Board.
 2. Serve as Town planner.
 3. Coordinate the activities of agencies with jurisdiction over development and conservation.

4. Coordinate all economic, land use, and community development planning in the Town, including the study of Harvard's community and economic needs, resources, and identify potential development opportunities.

Section 5-5: Public Works Department

- (a) The Town Administrator shall appoint the Director of Public Works, subject to confirmation by the Select Board.
- (b) The principal functions of the Public Works Department shall include:
 1. Planning, directing, and supervising the operation, maintenance, and construction work of the Highway Department to provide adequate maintenance of roads and drainage systems, proper maintenance of equipment and facilities, and snow removal. The Director develops and maintains records on the public road systems and projects related to his duties.
 2. Planning, directing, and supervising the operation and maintenance of the Town's Water System and Transfer Station. The Director will file required reports with state regulatory agencies.
 3. As directed by the Town Administrator, directing and supervising the operation and system maintenance of the Water and Sewer Department, Cemetery Department, Pond Committee, Conservation Commission, Elm Commission, Tree Warden, playgrounds and recreation fields, Town Common, library grounds, and school grounds. Meets with the respective agencies periodically. Assists the above agencies, as requested, in planning the operations of the respective agencies.
 4. Assisting the Select Board, Conservation Commission, Board of Health, Planning Board, and Board of Appeals. Administering the driveway connection regulations of the Town. Reviews site plans, subdivision plans, and other plans having an effect on the infrastructure of the Town.
- (c) Powers and Duties - The department shall work in close coordination with Town agencies to enable the effective and efficient performance of its duties pursuant to Massachusetts General Laws, this Charter, bylaw, or vote of Town Meeting.

Section 5-6: Facilities Manager

- (a) There shall be a Facilities Manager appointed by the Town Administrator. The duties and responsibilities for this position may be assigned to the Building Commissioner.
- (b) The Facilities Manager shall have the necessary professional training and work experience to do the following:
 1. Prepare and implement annual repair and maintenance programs to ensure that Town buildings, which may include the schools, if so requested by the School Committee, are properly maintained in good working condition and any needed repairs are implemented timely and cost effectively.
 2. Conduct annual inspections of all Town-owned non-school buildings and prepare a report to the Select Board as to the condition of the buildings along with recommended repairs or servicing.
 3. Any needed repairs or servicing identified in (1) or (2) that meet the definition of a capital improvement will be recommended by the Select Board and/or the School Committee to the Capital Planning and Investment Committee for evaluation and funding.

ARTICLE 6: FINANCE AND FISCAL PROCEDURES

Section 6-1: Fiscal Year

The fiscal year of the Town shall begin on July 1 and shall end on June 30, unless another period is required by Massachusetts General Laws.

Section 6-2: Submission of Budget and Budget Message

Within the time fixed by bylaw, but not later than December 31, the Select Board shall submit to the Finance Committee for its analysis, comments, and recommended funding, a proposed balanced operating budget for the ensuing fiscal year with an accompanying budget message and supporting documents.

Section 6-3: The Budget

The proposed operating budget shall provide a complete financial plan for all Town funds and activities for the ensuing fiscal year except as may otherwise be required by Massachusetts General Laws, this Charter, or bylaw it shall be in the form that the Select Board deems desirable. In the presentation of the budget, the Select Board shall use modern concepts of fiscal presentation to furnish information in a complete, clear, and concise manner and in accordance with best practices of financial reporting and control. The budget shall show in detail all estimated income from the proposed property tax levy and all other sources and all proposed expenditures, including debt service, for the following year. The budget shall be arranged to show the actual and estimated income and expenditures for the previous, current, and ensuing fiscal years and shall indicate in separate sections the following:

- (a) Proposed expenditures for current operations during the ensuing fiscal year, detailed by Town agency and the method of financing such expenditures; and
- (b) Proposed capital expenditures during the ensuing fiscal year, detailed by Town agency as developed by the Capital Planning and Investment Committee and the proposed method of financing each such capital expenditure.

Section 6-4: Action on the Budget

- (a) Upon receipt of the Select Board's budget, the Finance Committee shall consider detailed expenditures for each Town agency in public meetings and may confer with representatives of each agency in connection with its review and consideration. The Finance Committee may require any Town official or Town agency to furnish it with additional information it deems necessary to assist it in its review and consideration of the proposed budget.
- (b) Upon completion of its initial review of the budget, at least 30 days prior to the first session of the Annual Town Meeting, the Finance Committee shall meet with the Select Board and the Capital Planning and Investment Committee to discuss any changes it recommends to the budget as initially prepared by the Select Board. After consideration of the recommendations of the Finance Committee, the Select Board shall make such changes to the budget as it deems appropriate and shall present a revised budget to the Finance Committee.
- (c) The Finance Committee shall file with the Town Clerk, at least 14 days before the first session of the Annual Town Meeting, its report on the proposed budget, including comments on any recommendations not incorporated into the budget by the Select Board. The report shall also be made available to voters of the Town by publication on the Town's

website and by leaving copies of the report in at least three public places in the Town at least 14 days before the first session of the Annual Town Meeting. Additionally, copies of the report shall be made available to voters at the first session of the Annual Town Meeting. The failure to timely file the budget report with the Town Clerk or to publicize the report by posting on the Town's website or in three public places in the Town shall not prohibit the Town Meeting from voting on the budget nor shall it affect the validity of any vote taken thereon at Town Meeting.

- (d) The Select Board's proposed annual Town budget shall be presented to Town Meeting by motions made by the Select Board, which shall also present its comments and recommendations with respect to the budget. The Finance Committee shall also present its comments and recommendations with respect to the budget to the Town Meeting.

Section 6-5: Capital Planning and Investment

- (a) Membership - There shall be a Capital Planning and Investment Committee comprising eight members: three non-voting members who shall be the Town Administrator, Superintendent of Schools, and Finance Director; and five voting members. Voting members shall be chosen by their respective boards as follows: one member each from the Finance Committee, School Committee, and Select Board. The Moderator shall appoint two residents who do not serve as members of any other Town agency. Those two residents shall serve staggered three-year terms.
- (b) Duties - The committee shall consider matters relating to appropriations from the Capital Stabilization and Investment Fund, and shall make recommendations to the Select Board relative to the funding of capital projects of the Town and recommend priorities and schedules for such capital projects. The committee shall study proposed capital outlays involving the acquisition of land or a capital expenditure as defined in the bylaw. All Town agencies, including the Select Board and the School Committee, shall, by October 15 each year, give to the Capital Planning and Investment Committee information concerning all anticipated capital projects needing Town Meeting action during the ensuing five years on forms prepared by the committee. The committee shall consider the relative need, timing, and cost of these expenditures and the effect each will have on the financial position of the Town.

The committee shall transmit its recommendations to the Select Board not later than December 31 of the year immediately preceding the year in which the next Annual Town Meeting is to convene. The Select Board shall consider such recommendations when it prepares a Capital Improvement Program. The text and tables of the Capital Improvement Program for the following five years shall be published in the Town's Annual Report.

Section 6-6: Audits

The Select Board shall provide for an independent audit of all financial books and records of the Town annually and whenever it deems an audit of the whole Town or of any particular Town agency to be necessary. Audits of the Town's financial books and records shall be conducted by a certified public accountant, or a firm of such accountants, having no direct or indirect interest in the affairs of the Town.

ARTICLE 7: GENERAL PROVISIONS

Section 7-1: Charter Changes

This Charter may be replaced, revised, or amended in accordance with any procedures made available under the constitution and laws of the Commonwealth.

Section 7-2: Severability

The provisions of this Charter are severable. If any provision of this Charter is held to be invalid, the other provisions of this Charter shall remain in full force and effect and shall not be affected thereby. If the application of this Charter or any of its provisions to any person or circumstances is held to be invalid, the application of this Charter and its provisions to other people and circumstances shall not be affected thereby.

Section 7-3: Specific Provisions to Prevail

To the extent that any specific provision of this Charter shall conflict with any provision expressed in general terms, the specific provisions of this Charter shall prevail.

Section 7-4: Number and Gender

Words importing the singular number may extend and be applied to several people or things; words importing the plural number may include the singular; words importing the feminine gender shall include the masculine gender; words importing the masculine gender shall include the feminine gender.

Section 7-5: Rules and Regulations

A copy of all rules and regulations adopted by any Town agency shall be filed in the office of the Town Clerk and any such rule or regulation shall become effective on the date of such filing, unless otherwise provided for by law or bylaw. Copies of all such rules and regulations shall be made available for review by any person who requests such information pursuant to the public records law.

Section 7-6: Removal From Office

- (a) Notwithstanding the provisions of any general or special law to the contrary, any appointed officer, appointed member of an agency, or employee of the Town not covered by the terms of a collective bargaining agreement or other agreement addressing removal, and whether appointed for a fixed or indefinite term, may be removed from office by the appointing authority. The appointing authority, when removing any such officer, appointed member of an agency, or employee of the Town, shall act in accordance with the Town's personnel bylaws or rules and regulations.
- (b) A person appointed to serve as a volunteer for the Town may be removed from office by the appointing authority if the person has missed 50 percent or more of the agency's duly posted meetings over a six-month period.

Section 7-8: Periodic Charter Review

At any time, an article may be placed on a Town Meeting warrant by the Select Board or by citizen petition to amend this Charter. Any Charter amendments that are approved by Town Meeting shall either be presented for adoption by the voters at the next Annual Town Election or shall be submitted to the State Legislature for enactment.

At least once in every 10-year period after the effective date of this Charter, the Select Board shall establish a special committee for the purpose of reviewing this Charter. After review, the special committee shall present its report and any related warrant articles at Town Meeting.

The special committee shall consist of nine members who shall be appointed as follows: each member of the Select Board shall designate one person, the Finance Committee shall designate two people, the School Committee shall designate one person, and the Moderator shall designate one person. People appointed may, but need not, be members of the agency that designates them, except in the case of the Select Board where no more than two members of the Select Board shall serve on the committee. The committee shall hold a public hearing within 30 days after the date on which it meets to organize and hold at least one additional public hearing before filing its final report.

ARTICLE 8: TRANSITIONAL PROVISIONS

Section 8-1: Continuation of Existing Laws

Except as specifically provided in this Charter, Massachusetts General Laws, special laws, Town bylaws, votes, rules, and regulations of or pertaining to the Town that are consistent with the provisions of this Charter shall continue in full force and effect until amended or rescinded by the course of law or expire by their own limitation.

Section 8-2: Continuation of Government

Except as specifically provided in this Charter, all Town agencies shall remain in existence and their incumbents shall continue to perform their duties until not reappointed or reelected or until successors to their respective positions are duly appointed or elected or their duties have been transferred.

Section 8-3: Continuation of Personnel

Any person serving in the employment of the Town shall retain such position and shall continue to perform the duties unless provisions shall have been made in accordance with this Charter for the performance of the said duties by another person or agency.

Section 8-4: Transfer of Records and Property

All records, property, and equipment of any agency or part thereof, the powers and duties of which are assigned in whole or in part to another agency, shall be transferred forthwith to the agency to which such powers and duties are assigned. Any necessary transfers shall be carried out under the direction of the Town Administrator.

Section 8-5: Time of Taking Effect

This Charter shall become fully effective upon its approval by the voters, except as otherwise provided in this section.

- (a) Select Board - Upon adoption of this Charter, the Board of Selectmen's name shall change to the Select Board. Within 90 days of adoption, the Select Board shall develop a plan to fulfill new accountabilities contained in this Charter, including budgeting, volunteer appointments, and Town Meeting reporting.
- (b) The terms of office of incumbent members of elected agencies that become appointed shall continue to their normal expiration. As the term of an incumbent expires, the position shall be filled by appointment for a term, as defined for the agency, and in accordance with Section 3-1. Any vacancies occurring on an elected board or committee prior to end the normal term shall be filled by appointment
- (c) Review of Bylaws - Within 45 days after the election at which this Charter is adopted, the Moderator shall appoint a special committee of seven members to review the existing bylaws of the Town. The committee shall report to the next Annual Town Meeting its recommendations to bring the Town bylaws into conformity with this Charter. Where bylaws conflict with this Charter, the Charter provisions shall prevail.

Frequently Asked Questions About the Proposed Charter

1. What is a Charter and why doesn't Harvard currently have one?

- a. A Charter defines the structure and functions of the town's government, like a Constitution for the Town. The Charter Commission was established and elected in 2016 to explore whether Harvard would benefit from a Charter.
- b. Towns incorporated before adoption of the Commonwealth's Constitution were not required to create a formal Charter--Harvard's case. Provisions to create a Charter are provided by Massachusetts General Laws.

2. Why does the Town of Harvard need a Charter now?

The Commission found inconsistencies between policy and actual operations in town government. The Charter consolidates and brings administrative clarity, consistency, and comprehensiveness to town government.

3. What will change if we adopt this Charter?

- a. The Select Board is asked to develop a Strategic Plan taking into account the Ten-Year Master Plan, Capital Investment Plan, and the Finance Committee's Five-Year Plan.
- b. The Select Board creates a budget and policies to support the Strategic Plan with the Town Administrator's assistance and requests from all boards, committees, and town departments.
- c. Certain Boards and Commissions, previously elected, will be appointed by the Select Board and charged with supporting its policies and initiatives. Some board appointments require a super-majority vote of the Select Board: Planning Board, Board of Health, Cemetery Commission, Community Preservation Committee, Historical Commission, Park and Recreation Commission, and Tree Warden.

4. What will remain the same if we adopt this Charter?

- a. Harvard will remain a 'Direct Democracy' with all significant decisions brought before the open Annual Town Meeting for vote by citizens.
- b. The Select Board will be elected as before with staggered 3-year terms and it will continue to be the Town's chief executive, directing the actions of the Town Administrator's Office.
- c. The School Committee, Moderator, Warner Free Lecture Trustees, and Library Trustees will continue to be elected.

5. How will the role of the Select Board be altered if the Charter is adopted?

The Charter reaffirms the authority of the Select Board. The following specifics will afford the Select Board greater opportunity to provide the necessary leadership:

- a. At the outset of each fiscal year, the Select Board will prepare a Strategic Plan that:
 - Defines the Town's Vision - including emerging issues and opportunities;
 - Considers the current Ten-Year Master Plan, the Capital Investment Plan, Finance Committee Five-Year Plan, and citizen inputs in developing the Strategic Plan;
 - Identifies and assigns the Planning initiatives required to accomplish that Vision;
 - Develops an outline of Policy options;
 - Projects revenue and expenses associated with implementing the Strategic Plan in the Town Budget.

- b. Over the course of the fiscal year the Select Board will:
 - Direct, coordinate, and provide resources to the Town Administrator, staff, and town agencies in their performance of various planning, policy, and budgeting activities;
 - Support members of all Town agencies;
 - Recruit and appoint members of unelected Town agencies;
 - As necessary, form agencies to address issues not otherwise covered.
- c. At Annual Town Meeting the Select Board will report on the State of the Town:
 - Presenting operating and capital budgets supporting planning initiatives and proposed policies;
 - Reporting on the status of the Strategic Plan describing current and anticipated actions, issues, and opportunities.

6. Will the Charter strengthen Harvard's ability to realize opportunities afforded by Devens?

- a. Yes. With expanded responsibility for the budget, the Select Board will become increasingly sensitive to the revenue benefits and costs - of reacquisition.
- b. Yes. Operating as a team, the various Boards and Commissions will be able to articulate and reconcile their policy differences, and subsequently coordinate their efforts evaluating the reacquisition of Devens.
- c. Yes. The Select Board will assess the need for professional expertise to define and execute a deal with Mass Development.

7. Why does the Charter make the Selectmen responsible for the budget?

As the Town's Executive, the Select Board must align the Town's Budget with its Vision.

8. How will the Charter help the Town increase revenue and control costs?

Along with the responsibility for realizing the Town's Vision, the Select Board will pursue sources of revenue to supplement the residential property tax. With the Select Board responsible for the overall operating budget, they will recognize the impact of their actions and be responsible for controlling associated costs.

9. Why are most boards appointed by the Select Board under the Charter?

The Select Board - like Executive authorities in other towns - can better foster collaboration and resolve jurisdictional disputes if it has an integrated team.

10. Why can't the Annual Town Meeting deliberate and vote on the Charter?

- a. Ballot approval is mandated. The provisions governing the creation and adoption of a Charter provide for citizen input during the 18 month period prior to voting.
- b. The proposed Charter has been reviewed by the State Attorney General. Amending it at Town Meeting would risk its legality. There is no provision for Annual Town Meeting consideration.

11. What happens if the Charter doesn't pass?

Town government would continue unchanged, unless:

- a. The Select Board voluntarily adopts procedures similar to those proposed in the Charter;
- b. Warrant articles similar to those proposed are adopted by Annual Town Meeting.

12. What happens if implementation of the Charter has negative consequences?

By statute, the Charter must be revisited at least every 10 years. It can be changed at that time or more frequently at the Annual Town Meeting.

Charter Commission Members

Charter Commission Members have served the community in many capacities, including: Town Administrator, Board of Selectmen, School Committee, Finance Committee, Capital Planning and Investment Committee, Planning Board, and HES/Bromfield School Building Committees.

Paul Cohen, Chair

- Education: B.S. in Economics and Public Policy, Master of Public Policy
- Currently: Chelmsford Town Manager
- Service: Harvard Town Administrator, 2001-2006

Sharon McCarthy

- Education: M.S. (2 degrees) and Ph.D. in Environmental Science
- Currently: Retired, Environmental Scientist
- Service: Board of Health, School Committee, Sewer Policy Committee, among others

George McKenna

- Education: B.S. Business Administration, M.S. Taxation
- Currently: CPA and Principal in CPA Firm
- Service: Finance Committee, Capital Planning and Investment, among others

Rick Maiore

- Education: B.S., M.B.A.
- Currently: Retired, Manager at Honeywell
- Service: Board of Selectmen, Planning Board, various Devens groups, among others

Stephanie Opalka

- Education: B.A. Business and Mathematics
- Currently: Retired, Real Estate Pension Fund Investment and Sales and Marketing
- Service: PTO, Celebration, Fanfare, various

Ron Ostberg

- Education: Master of Architecture
- Currently: Retired
- Service: HES School Building Committee (currently), Master Plan Steering Committee, Historical Commission, among others

Charles Redinger

- Education: B.A. Chemistry, Ph.D. Industrial Health, M.P.A. Public Policy
- Currently: President, Senior Scientist Redinger 360 Inc.
- Service: HPL Trustee

Cindy Russo

- Education: Lawyer, J.D.
- Currently: In-house Attorney
- Service: Water and Sewer, Planning Board, Board of Selectmen, various Devens groups, Finance Committee, Capital Planning and Investment Committee, among others

Peter Warren

- Education: B.S.
- Currently: Retired, Fire Chief, Harvard; Director, Ambulance Squad; Real Estate Broker
- Service: Board of Assessors, Fire Department, Ambulance Squad, Board of Selectman

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)

Relevant Experience, Education: _____

Relevant Degrees, Professional Certificates: _____

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____

Committee Preference:

1. _____

2. _____

3. _____

Prior Committee Experience

Yr. Appt. Committee Yr. Exp'd

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



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