

CHAPTER 11 ACTION PLAN

Master Plan Recommendations for the Board of Selectmen	Phase/ Years	In 2002 Plan?	Primary Responsibility	Prerequisites	Additional/New Resources Needed
Identify, evaluate, and pursue opportunities for increasing regionalization of services.	On-going	N	Board of Selectmen	None	Can be done with existing in-house staff
Assess the condition of all municipal buildings and develop a cost estimate/ funding plan for upgrades or replacements.	On-going	N	Board of Selectmen	None	Hire a qualified A/E firm as needed.
Dedicate additional resources to upgrade computer technology at the Town Hall and expand on-line services to enhance residents' interaction with town government.	On-going	N	Board of Selectmen	Adequate IT staffing to oversee and maintain systems	Yes, TBD
Continue to lower energy use and greenhouse gas emissions by: a) adopting a town-wide Energy Policy for all boards and depts.; b) examining town energy use patterns in municipal operations, e.g. DPW fleet management, park use, transfer station, traffic flow, water & sewer systems, etc.; c) incorporating life cycle costs in building projects to evaluate the merits of short-term construction savings v. long-term energy use. d) instituting a shuttle service to a near-by commuter rail station using MBTA assessments e) Investigate alternative energy systems on Town property	On-going	N	Board of Selectmen	None	Future rounds of Green Communities funding and municipal resolve

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Continue to implement the Town Center Action Plan and the 2016 update prepared by MRPC.	On-going	N	Board of Selectmen, DPW	Place measures still not implemented in a budget and determine funding.	Existing staff can develop budget. The Town will need to fund over a period of years. Make a systematic commitment to the Town Center every year.
Continue systematic road maintenance and identify priority streets.	On-going	Y	Board of Selectmen, DPW	None	Can be done with in-house resources, possibly with modest technical assistance from MRPC.
Pursue opportunities to contract for service at Devens.	On-going	N	Board of Selectmen	None	Funding for feasibility studies may be required.
Consider holding periodic local government meetings at Devens instead of Town Hall.	On-going	N	Board of Selectmen	None	None
Conduct a governance study to evaluate Harvard’s present form of government; identify changes needed (if any) and codify in a charter or similar document.	1-3	Y	Board of Selectmen, Charter Commission	Appropriation	For budgetary purposes, assume \$40,000
Fund a full-time municipal facilities manager position and institute Planned Preventive Maintenance (PPM) for all municipal buildings.	1-3	N	Board of Selectmen	Evaluate PPM systems, develop procurement specs	Salary subject to Town’s Personnel Compensation Schedule
Prepare and implement an IT Disaster Recovery Plan to assure rapid restoration of town services in the event of a natural disaster or cyber-attack.	1-3	N	Board of Selectmen	None	Seek assistance from citizens with IT expertise to formulate recommendations.

Master Plan Recommendations for the Board of Selectmen	Phase/ Years	In 2002 Plan?	Primary Responsibility	Prerequisites	Additional/New Resources Needed
Determine the best use of the Hapgood Library, resolve handicapped accessibility concerns, and develop a plan for the long-term upkeep of the building.	1-3	N	Board of Selectmen	Standard lease agreement for building. Procurement process for lease required under G.L. c. 30B and construction bids under c. 149.	Building improvements will require appropriation.
Apply for Complete Streets funding where appropriate.	1-3	N	Board of Selectmen, DPW	Town is responsible for preparing engineering plans and fulfilling grant requirements.	Technical assistance is available; engineering costs will vary depending on the project.
Consult the “Devens Matrix” (Chapter 9) to evaluate the benefits and draw-backs of reclaiming jurisdiction at Devens; be open to updating the framework as needed.	1-3	N	Board of Selectmen	None	None; can be done with existing staff
If feasible, develop housing for seniors adjacent to the Hildreth House, including affordable units, to address the need for down-sized units.	1-5	N	Board of Selectmen	Access to town water and sewer	Appropriation for architectural and engineering plans, state financial assistance
Complete the design study for the Hildreth Elementary School and construct recommended improvements.	1-5	N	School Committee, Board of Selectmen	Provide local match to MSBA grant.	Large investment will be required.
Renovate and expand the Hildreth House to make it suitable for the space needs of the Council on Aging and other town programs.	1-5	Y	Board of Selectmen	A “Phase 2” plan (beyond proposed FY16 capital improvements) needs to be developed.	TBD
Improve sidewalk connectivity in the Town Center.	1-5	Y	Board of Selectmen, DPW	Needs to be built into the annual budget process so there is a recurring commitment	TBD based on capital budget policy

Master Plan Recommendations for the Board of Selectmen	Phase/ Years	In 2002 Plan?	Primary Responsibility	Prerequisites	Additional/New Resources Needed
Work with MRPC to obtain funding for safety and aesthetic improvements to Ayer Road.	3-5	N	Board of Selectmen	C District amendments	TBD. Improvements project needs to be on TIP.
Work with MRPC and MassDevelopment to explore the feasibility of a bikeway connecting Devens and Harvard.	3-5	N	Board of Selectmen	None	TBD based on scope of work and bids received
Determine Harvard’s preferred outcome on Devens. Enter negotiations with Ayer, Shirley, and MassDevelopment.	3-5	N	Board of Selectmen	None	Services of a neutral consultant may help to facilitate negotiations.
Study opportunities for developing new wastewater treatment systems in the C district.	6-10	N	Board of Selectmen	Appropriation	TBD
Identify governance changes and staffing needs if the Town decides to resume jurisdiction of Devens.	6-10	N	Board of Selectmen	Appropriation	Local study committee
The parties planning for the disposition of Devens should petition the Legislature to convert the Utility Department into a public utility to manage the water, sewer, electric, gas, and storm water systems.	6-10	N	Board of Selectmen		TBD
Work with neighbors along the Devens boundary and the residents of Devens to explore opportunities and challenges for restoring vehicular access between Devens and Harvard.	6-10	N	Board of Selectmen	Appropriation for consulting services	TBD based on scope of work and bids received

Master Plan Recommendations for the Planning Board	Phase/ Years	In 2002 Plan?	Primary Responsibility	Prerequisites	Additional/New Resources Needed
Form a Master Plan Implementation & Evaluation Committee. Update the Master Plan in ten years.	On-going	Y	Planning Board	None	Committee volunteers
Recodify the Zoning Bylaw (ZBL).	1-3	N	Planning Board	Appropriation for planning/legal consultant	\$25-\$30,000
Make the Town Planner position a full-time employee of the Town.	1-3	Y	Planning Board	None	Salary subject to Town's Personnel Compensation Schedule
Amend the Accessory Apartment provision of the ZBL to remove barriers inhibiting its use.	1-3	N	Planning Board	None	None
Provide for mixed-use buildings as of right in the C District, e.g. retail on the first floor and housing above.	1-3	N	Planning Board	None	None. (Mixed use requires a special permit at present.)
Modify the C District's dimensional regulations to achieve a more compact, pedestrian-scale and minimize the auto-dominated appearance of the district.	1-3	N	Planning Board	None	None
Revise the OSC-PRD bylaw to encourage more widespread use as a tool to preserve open space and meet the Town's housing needs.	1-3	N	Planning Board	Analyze potential for growth and impacts on municipal services	Seek MRPC assistance with bylaw revisions (no cost).
Amend the ZBL to allow housing alternatives for seniors. (In 2016, Town Meeting approved an amendment to allow assisted living facilities as part of an ARV-SP.)	1-3	N	Planning Board	None	None
Create a vision for the C District that encourages village or Main Street style development and establish Design Guidelines to achieve it.	1-3	N	Planning Board	None	Volunteers/Town Planner

Master Plan Recommendations for the Planning Board	Phase/ Years	In 2002 Plan?	Primary Responsibility	Prerequisites	Additional/New Resources Needed
Amend the Zoning Bylaw to provide for agriculture-related businesses	1-3	Y	Planning Board	Consultation with farm and orchard owners	None
Amend the Zoning Bylaw to allow tourist oriented business in the AR district, such as antique shops, B&B's, recreation businesses, tea rooms, etc.	1-3	N	Planning Board	None	None
Create a comprehensive Economic Development Plan for the Town that includes viable strategies for facilitating acceptable growth.	1-5	N	Planning Board	Appropriation; assistance from regional ED organizations	\$25,000
Adopt a Watershed Protection Overlay District for Bare Hill Pond.	3-5	Y	Planning Board	Appropriation (assuming Town seeks consultant to assist with this project)	\$15,000
Adopt a zoning district for the Town Center which reflects the historic lot pattern and allows small businesses, second floor apartments, and moderate-density housing.	3-5	Y	Planning Board	None	Can be done with existing staff resources
Modify the Scenic Road bylaw to include an enforcement mechanism to insure compliance with the regulations.	3-5	N	Planning Board	None	For budgetary purposes, assume \$10,000
Establish a multifamily district on the Zoning Map and add district regulations to the ZBL.	3-5	N	Planning Board	None	\$25-\$30,000

Master Plan Recommendations for the Water and Sewer Commissions	Phase/ Years	In 2002 Plan?	Primary Responsibility	Prerequisites	Additional/New Resources Needed
Adopt land use controls to protect water supplies of town wells and recharge areas of adjacent towns' wells that extend into Harvard.	1-3	Y	Water & Sewer Commissions	None	None
Evaluate Town Center water supply and distribution system. Develop new water source to assure good water quality. Prepare long-term maintenance and capital improvement plan.	3-5	N	Water & Sewer Commissions	Appropriation	TBD based on bids received

Master Plan Recommendations for the Conservation Commission	Phase/ Years	In 2002 Plan?	Primary Responsibility	Prerequisites	Additional/New Resources Needed
Continue to implement the Action Plan in Harvard’s Open Space and Recreation Plan.	On-going	Y	Conservation Commission; CPC	Appropriations as needed; ready cash in Conservation Fund	TBD
Actively eradicate invasive species on town-owned land. Provide information and technical assistance to landowners to help remove invasive species on private property.	On-going	N	Conservation Commission	None. Conservation Commission has much experience in this area.	Continued financial support
Develop a long-term strategy and plan for continued protection of open space.	1-3	N	Conservation Commission	None	As-needed funding for acquisitions, stewardship
Adopt an erosion control bylaw.	1-3	N	Conservation Commission	None	None
Increase resources for management of Town-owned conservation lands including creation of a full-time Conservation Agent.	1-3	N	Conservation Commission	None	Standardize in annual budget process
Enact restrictions on Town-owned land within the Bare Hill Pond watershed to achieve permanent protection status.	3-5	N	Conservation Commission	None	Fees for legal and planning services TBD
Develop robust public education programs on sustainability and environmental concerns such as the impact of invasive species on biodiversity in Harvard, stormwater management, and energy conservation.	3-5	No	Conservation Commission, Harvard Energy Advisory Committee	Appropriations as needed	TBD
Develop a Forestry Management Plan for Town conservation land.	3-5	N	Conservation Commission	None	Hire a Mass. licensed forester. Cost TBD

Master Plan Recommendation for the MAHT	Phase/ Years	In 2002 Plan?	Primary Responsibility	Prerequisites	Additional/New Resources Needed
Identify potential development partners for “friendly” comprehensive permits.	3-5	N	Municipal Affordable Housing Trust	None	None

Master Plan Recommendation for the Bare Hill Pond Committee	Phase/ Years	In 2002 Plan?	Primary Responsibility	Prerequisites	Additional/New Resources Needed
Continue education on measures of preventing phosphorus runoff into Bare Hill Pond; construct stormwater management controls, similar to those installed in the Town Center to minimize pollutant loading in the Pond.	On-going	N	Bare Hill Pond Watershed Management Committee	Existing studies and plans document the need.	Cost will vary on a case-by-case basis.
Consider non-zoning bylaws and changes to regulations to protect the environmental quality of Bare Hill Pond.	1-3	Y	Bare Hill Pond Watershed Management Committee	None	None

Master Plan Recommendation for the Board of Health	Phase/ Years	In 2002 Plan?	Primary Responsibility	Prerequisites	Additional/New Resources Needed
Work with MRPC, Nashoba Boards of Health, and surrounding towns to develop a comprehensive deer management strategy to address Lyme disease.	3-5	N	Board of Health	Source(s) of funding to be determined	TBD, depends on how much work can be done with in-house staff at MRPC, Nashoba

Master Plan Recommendation for the Park & Recreation Commission	Phase/ Years	In 2002 Plan?	Primary Responsibility	Prerequisites	Additional/New Resources Needed
Negotiate Harvard’s use of Devens recreation facilities, especially playing fields, in order to meet local demand.	1-3	N	Park & Recreation Commission	None	None; can be done with existing volunteers and staff.

Master Plan Recommendation for the Harvard Energy Advisory Committee	Phase/ Years	In 2002 Plan?	Primary Responsibility	Prerequisites	Additional/New Resources Needed
Recommend sustainability policies for all municipal and school facility projects.	1-3	N	Harvard Energy Advisory Committee	Seek consensus about sustainability policies Harvard wants to adopt, and how to prioritize those policies.	None; can be done with existing staff.
Develop robust public education programs on sustainability and environmental concerns such as the impact of invasive species on biodiversity in Harvard, stormwater management, and energy conservation.	3-5	No	Conservation Commission, Harvard Energy Advisory Committee	Appropriations as needed	TBD

Master Plan Recommendation for the DPW	Phase/ Years	In 2002 Plan?	Primary Responsibility	Prerequisites	Additional/New Resources Needed
Continue to implement the Town Center Action Plan and the 2016 update prepared by MRPC.	On-going	N	Board of Selectmen, DPW	Place measures still not implemented in a budget and determine funding.	Existing staff can develop budget. The Town will need to fund over a period of years. Make a systematic commitment to the Town Center every year.
Continue systematic road maintenance and identify priority streets.	On-going	Y	Board of Selectmen, DPW	None	Can be done with in-house resources, possibly with modest technical assistance from MRPC.
Apply for Complete Streets funding where appropriate.	1-3	N	Board of Selectmen, DPW	Town is responsible for preparing engineering plans and fulfilling grant requirements.	Technical assistance is available; engineering costs will vary depending on the project.
Improve sidewalk connectivity in the Town Center.	1-5	Y	Board of Selectmen, DPW	Needs to be built into the annual budget process so there is a recurring commitment	TBD based on capital budget policy

Master Plan Recommendations for the Historical Commission	Phase/ Years	In 2002 Plan?	Primary Responsibility	Prerequisites	Additional/New Resources Needed
Prepare a comprehensive community-wide historical and cultural resources survey.	3-5	N	Historical Commission	Appropriation or grant, or both	\$35,000
Adopt a demolition delay bylaw.	3-5	Y	Historical Commission	Consult with historic property owners. Complete comprehensive town-wide inventory.	Could be done with existing staff, but may need specialized consulting support; assume \$7,500
Engage residents of Still River in discussions for preserving historic resources and seek consensus to nominate the village to the National Register of Historic Places.	3-5	Y	Historical Commission	None	None
Evaluate the boundaries of the present Harvard Center Historic District and determine whether they should be modified.	3-5	Y	Historical Commission	Complete community-wide historic resources survey.	TBD
Prepare a comprehensive community-wide historical and cultural resources survey.	3-5	No	Historical Commission	Appropriation or grant, or both	\$35,000
Provide staff support to the Harvard Historical Commission.	6-10	N	Historical Commission	Appropriation; designation of town staff	Salary subject to Town's Compensation Schedule

Master Plan Recommendations for the Community Preservation Committee (CPC)	Phase/ Years	In 2002 Plan?	Primary Responsibility	Prerequisites	Additional/New Resources Needed
Continue to implement the Action Plan in Harvard’s Open Space and Recreation Plan.	On-going	Y	Conservation Commission; CPC	Appropriations as needed; ready cash in Conservation Fund	TBD
Seek Town Meeting approval to increase the CPA surcharge to provide additional funds for community preservation projects.	1-3	N	CPC	None	None

Master Plan Recommendations for the School Committee	Phase/ Years	In 2002 Plan?	Primary Responsibility	Prerequisites	Additional/New Resources Needed
Complete the design study for the Hildreth Elementary School and construct recommended improvements.	1-5	N	School Committee, Board of Selectmen	Provide local match to MSBA grant.	Large investment will be required.