

Princeton FY19 Budget Department Narrative Pages



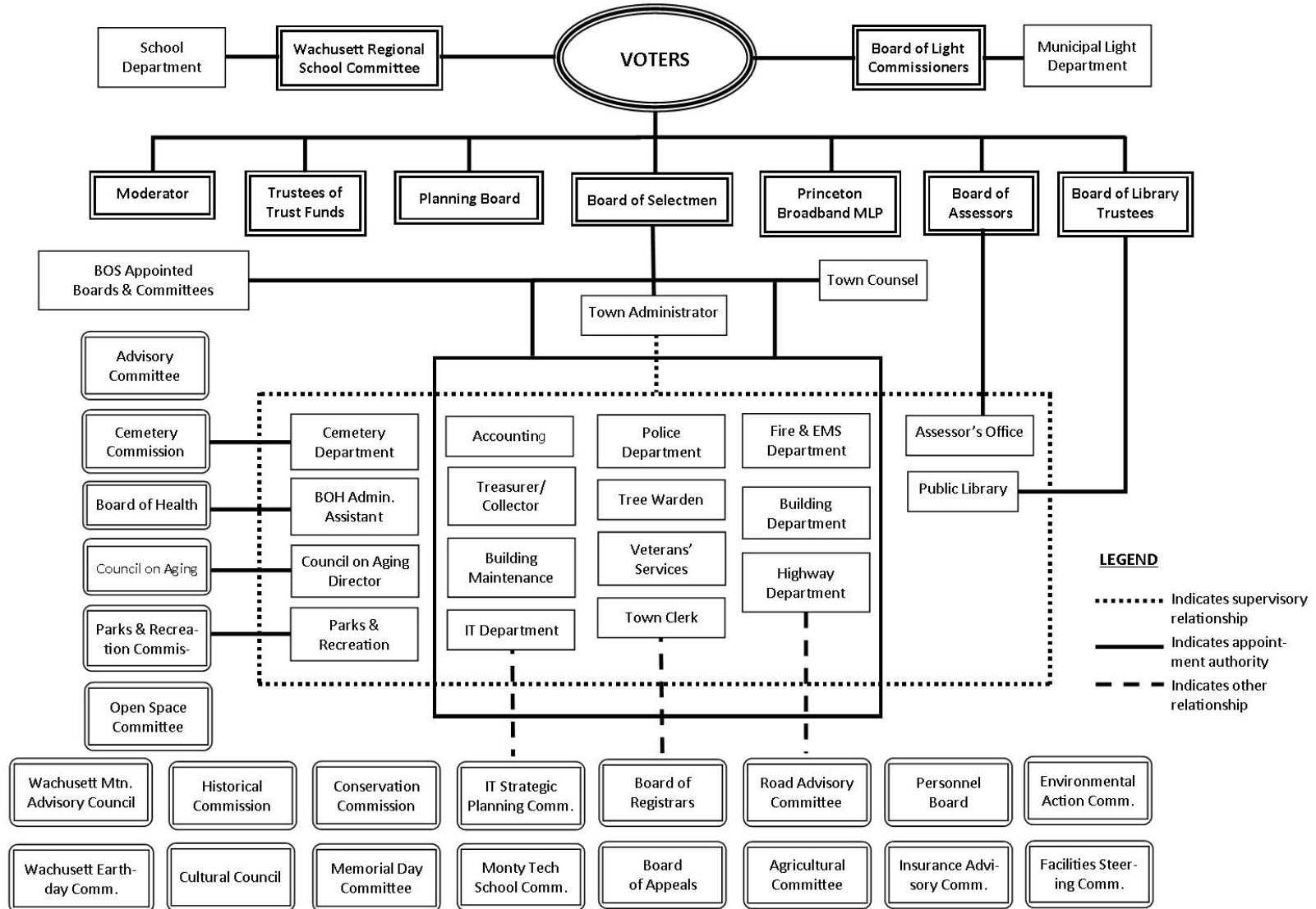
May 2018

The purpose of this supplement to the Town's annual budget is to provide the public more information about the services, functions, and operations of Town departments and context for departmental budget requests. This is part of a multi-year process to make the Town's budget and operations more transparent and responsive to the public.

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Town-wide Organizational Chart



Note: Org chart is preliminary. The Board of Selectmen appoints staff as indicated in the chart except the Assistant Treasurer/Collector, who is appointed by the Treasurer/Collector per MGL C41 S39A, S39C and the Plumbing/Gas Inspector, who is appointed by the Building Inspector per MGL C142 S11.

General Government

Town Administrator

Contact Information: Nina Nazarian, Town Administrator

Phone: (978) 464-2102

Email: townadministrator@town.princeton.ma.us

Location: Bagg Hall, 6 Town Hall Drive, Princeton, MA 01541

Mission Statement:

The mission of the Town Administrator's Office is to implement the policies and work to achieve the goals of the Selectboard, and to administer and oversee the day-to-day functions and services provided by Town government.

Department Description:

The Town Administrator is responsible for the development of agendas, preparation of Town budgets and annual warrants, supervision of personnel, negotiation of labor contracts, and the purchase of goods and services as chief procurement officer. The Town Administrator works to ensure that the resources of the Town are utilized in the most efficient and effective manner by encouraging high levels of cooperation and teamwork.

FY17 Accomplishments:

1. Guided and assisted the Selectboard and Cable Advisory Committee through the cable franchise licensing process under state and federal laws/regulations, collectively reaching the major milestone of a signed final cable television license.
2. Assisted the Selectboard with initiating the process to begin a "long-term buildings plan" by organizing a stakeholder meeting before the Selectboard and participated in numerous strategic discussions leading up to the 2017 annual town meeting.
3. Prepared the Town budget and Town warrant for the Annual Town Meeting. The Town Meeting was successful, given that all articles recommended by this office were placed on the warrant by the Selectboard, recommended by the Advisory Committee, and passed by Town Meeting.
4. Recruited for, interviewed, and made recommendations for the appointment of over 5 permanent positions, including council on aging director, truck driver/heavy equipment operator, IT coordinator, veterans' agent, and building inspector, as well as numerous seasonal positions.
5. Collaboratively with the Fire Department, Building Inspector, and School District, initiated the process to secure an occupancy permit before the start of the 2017-2018 school year for the Thomas Prince School. No occupancy permit had been issued in approximately 14 years.

FY18 Goals and Their Current Status (as of 12/31/17):

1. Maintain an open dialogue with Charter Communications regarding the build-out of the fiber network, and keep residents informed of the progress. Send out monthly updates to residents/property owners.
2. Drafted the Requests for Qualifications used by the Facilities Steering Committee (FSC) to hire the current architect working on the Needs Assessment and Four Buildings Master Plan. Continue to support the Selectboard and FSC in the process to finalize the study and bring a proposal or proposals to the upcoming Annual Town Meeting.
3. Preparation of the Town budget and Town warrant for the Annual Town Meeting. Town budget process has been underway as of 12/31/17. Continue to make progress on a five-year capital plan, and participate in and guide financial planning discussions.

4. Recruited, interviewed, and made recommendations for the appointment of new personnel for vacant positions. To date, three permanent positions have been filled in FY18, including the executive assistant/assistant treasurer-collector, IT coordinator, and administrative assistant in the building department, as well as numerous seasonal positions.
5. Assist the Highway Department/Road Advisory Committee with grant funding, procurement, contracting, and/or legal aspects of several highway projects, including the Route 140 Transportation Improvement Project, Route 31 bridge contract, the Ball Hill Road culvert replacement, and Route 31 culvert replacement. The Route 140 project is in the appraisal/right of way acquisition process, and all other projects are currently in design.

FY19 Goals:

1. Implement projects authorized at Town Meeting, with particular attention to any building projects that are identified in the Needs Assessment and Four Buildings Master Plan.
2. Prepare the Town budget and Town warrant for Town Meeting.
3. Review opportunities to effectively regionalize and secure cost savings for the community.
4. Continue with regular attention to human resources, including filling vacancies and providing staff with professional development opportunities.
5. Provide adequate resources to the IT coordinator to complete an upgrade of town hall IT infrastructure, including new workstations, a firewall and other security measures, and data backup solutions.

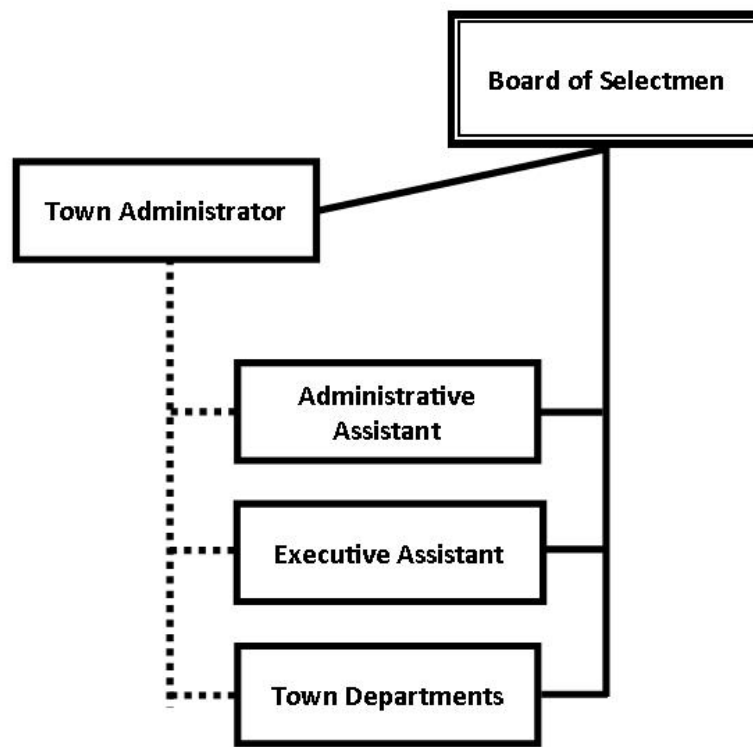
Service Provision Data:

1. Received and returned over 300 voice messages. This does not include calls picked up directly.
2. Advertised over 11 positions.
3. Prepare agendas and meeting packets at least bi-weekly for Selectboard meetings.

Personnel Summary Table:

Position Title	FY17 FTEs Actual	FY18 FTEs Actual	FY19 FTEs Dept. Req.	Explanation of Changes (FY17 to FY19)
Town Administrator	1.0	1.0	1.0	
Executive Assistant	0.0	0.125	0.125	Reorganized a couple of positions and achieved 5 hours of assistance per week for the TA's office, using the same budget footprint.
Administrative Assistant	.2	.2	.2	

Organizational Chart:



Accounting

Contact Information: Jenny Lin, Town Accountant

Phone: (978) 464-2107

Email: accountant@town.princeton.ma.us

Location: Bagg Hall, 6 Town Hall Drive, Princeton, MA 01541

Mission Statement:

The mission of the Accounting Department is to manage the Town's accounting records to ensure proper reporting and internal controls, to issue annual reports that comply with relevant laws and regulations, and to provide timely and accurate financial data to assist users in making informed decisions.

Department Description:

The Accounting Department oversees the processing of all financial transactions and reconciliation of the same with other finance offices and departments. The department performs timely and accurate reporting of all revenues collected and funds expended in accordance with the annual budget, grants, gifts, and other special revenue funds and meets annual reporting requirements and state agency requirements, as well as those prescribed by the Governmental Accounting Standard Board (GASB). The department also manages the municipal accounting systems, prepares various financial reports, assists with procurement and budget processes, and oversees the maintenance of internal audit and controls.

FY17 Accomplishments:

1. Implementation of fraud prevention measures. The Fraud Policy was adopted by Board Selectmen on 06/26/2017 and shared with departments for their review in FY17.
2. Reviewed and resolved stagnant Special Revenue Fund balances. Departments had been notified for stagnant fund balances and closed them out properly.
3. Reconciliation of various accounts such as Police Details. Worked diligently with police department to set up process and procedure. Any variance between payroll and vendor billing must be investigated and explained.
4. The Town Accountant and Treasurer worked together to investigate and summarize prior year withholding/agency fund deficits and surpluses. The permanent health insurance deficit of \$9,806.89 has been raised on FY18's Tax Recap sheet.
5. The reconciliation process for withholding and agency fund was held monthly, and the status was discussed in our monthly financial team meeting.

FY18 Goals and Their Current Status (as of 12/31/17):

1. Review different software alternatives for financial management system with combined modules of Accountant's general ledger, Treasurer/Collector's billing/collection system, and Assessor's data bridge.
2. For withholding/agency fund reconciliation, investigate with the Treasurer/Collector the accounts with surpluses and deficits. Further steps will be taken in FY18 to transfer accounts with surplus to cover the accounts with small deficits or raise the deficit on FY19's tax recap.
3. For Ambulance Accounts Receivable reconciliation, work with Fire department and billing company constantly and build a more effective reconciliation process between the Town and billing company, in order to improve the Ambulance billing and collection in the long run.
4. For Police Detail reconciliation, create processes and procedures that can be used as the guideline for future police detail reconciliation.

FY19 Goals:

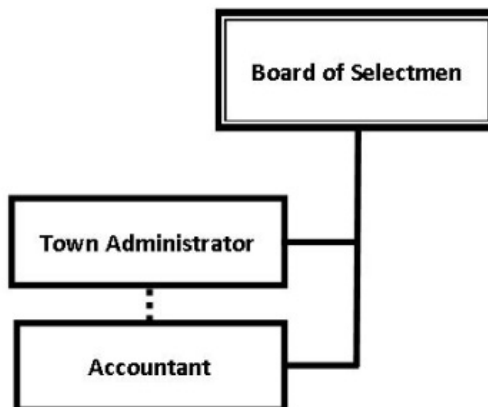
1. Convert current accounting software to a new integrated financial management system. Ensure a smooth transaction for the financial reporting purpose.
2. Coordinate with other finance offices for better communication and software integration. Further improve the financial team working environment.
3. Improve internal controls and oversight to help protect fraud.
4. Further streamline various accounts reconciliation processes, such as Police detail, Withholding, Agency fund and Ambulance Accounts Receivable.

Service Provision Data:

1. Warrant verification report/Budget to Actual Expenditure report—every two weeks
2. Departmental account statements—2-3 per week
3. Vendor payment history report—1-2 per week
4. Public records request for financial data—5 requests
5. End of Year Financial Report (EOYR) municipal condensed report for DESE—once a year
6. Annual Town Meeting analysis report/Free cash analysis report—several times a year
7. Processed 5196 departmental invoices in Fiscal Year 2017;
8. Reviewed and checked 903 invoices for Princeton Municipal Light Department.

Personnel Summary Table:

Position Title	FY17 FTEs Actual	FY18 FTEs Actual	FY19 FTEs Dept. Req.	Explanation of Changes (FY17 to FY19)
Town Accountant	0.625	0.75	0.75	Increased responsibility for the Town Accountant by adding 5 additional hours per week
Administrative Assistant*	*The administrative assistant in the building department does data entry for the accounting office. Hours are minimal and vary based on need.			

Organizational Chart:

Assessor's Office

Contact Information: Kathleen Stanley, Principal Assessor

Phone: (978) 464-2119

Email: assessor@town.princeton.ma.us

Location: Bagg Hall, 6 Town Hall Drive, Princeton, MA 01541

Mission Statement:

The mission of the Assessor's Office, in conjunction with the Board of Assessors (BOA), is to value real and personal property efficiently, fairly, and accurately, in accordance with the laws of the Commonwealth of Massachusetts; to administer motor vehicle excise, exemptions, and abatement programs, as well as the senior work-off program; and to address concerns of members of the public quickly and courteously.

Department Description:

The department is mandated by law to perform a yearly valuation of all property, at full and fair cash value, which involves various daily functions in order to work towards value approval and the final tax rate setting late each fall. Additionally, the Office is obligated to visit each property in town to measure and inspect once every ten years. Sales, abatements, and building permits are also visited to collect new growth. Extensive preparation is needed for certification by the Department of Revenue every five years. (The next certification is FY19.) In addition, daily functions include motor vehicle excise abatements, exemptions, abutter lists, and senior work-off.

Accomplishments (from 12/27/16 hire date):

1. Conducted Full Field Review of entire town.
2. Inspected two years of sales and permits which resulted in almost four times new growth than prior year.
3. Completed software conversion, which made all record cards available online.
4. Updated three years of missing sales data.
5. Updated 15 years of GIS and map data, as much was missing or incomplete

FY18 Goals and Their Current Status (as of 12/31/17):

1. Preparing to review entire town for certification this spring – image capture in process.
2. Preparing to visit sales of past year, permits, and final certification preparation.
3. Visiting abatements for decisions from the BOA.
4. Developing standards of senior work-off program to ensure equitable access to all – goal of May 1st completion.
5. Reviewing three-year VGSI contract (provides the Town's online database) and hired help for imaging-in process; acquiring new cabinets to have access to historical property data.

FY19 Goals:

1. Obtain Division of Local Services/Department of Revenue (DLS/DOR) approval for five year certification for FY19 as required.
2. Complete sketches for commercial and industrial properties; presently no sketches exist and this is beneficial for accurate values.
3. Complete full personal property inspection, required for certification.
4. Develop a ten-year cyclical plan to measure and list all properties – required for assessors and Office does not presently have a plan.

5. Explore possibility of new software conversion for billing, motor vehicle excise, abatements, etc., which would help office efficiency.
6. Perform full review of all chapter properties and liens, which important for valuations.

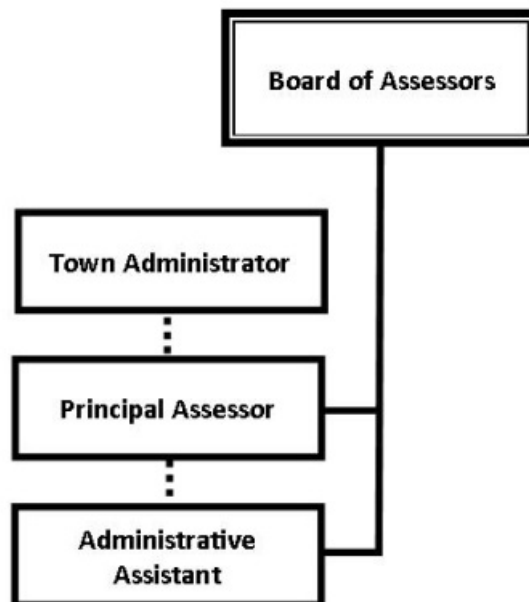
Service Provision Data:

1. Processed over 60 exemptions per year, some including extensive verification of income to qualify.
2. Ten senior work-off participants, resulting in 367.5 hours in volunteer work.
3. Prepared and sent Abutters lists as requested, approximately a dozen per year.

Personnel Summary Table:

Position Title	FY17 FTEs Actual	FY18 FTEs Actual	FY19 FTEs Dept. Req.	Explanation of Changes (FY17 to FY19)
Principal Assessor	0.5	0.5	0.5	
Administrative Assistant	0.5	0.5	0.5	

Organizational Chart:



Treasurer/Collector's Office

Contact Information: Jim Dunbar, Treasurer/Collector

Phone: (978) 464-2105

Email: treasurer@town.princeton.ma.us

Location: Bagg Hall, 6 Town Hall Drive, Princeton, MA 01541

Mission Statement:

The mission of the Treasurer/Collector's Office is to provide the highest level of service to all customers (taxpayers, vendors, other Town departments and employees, etc.) and satisfy the legal requirements defined by Massachusetts General Laws and Princeton's bylaws.

Department Description:

Oversee the cash management activities of the Town. This includes, but is not limited to: billing and collecting of all taxes due to the Town; disbursing all Town funds for Payroll and Accounts Payable; investing all excess funds in a prudent manner; and administering all Town Trust Funds. The department also administers the various employee benefit plans. Additionally, the department oversees all of the debt management activities of the Town, including rating agency reporting and the long- and short-term borrowings of the Town.

FY17 Accomplishments:

1. The Treasurer/Collector's office worked with an independent actuarial firm to develop the first true actuarial valuation of the Town's Other Post-Employment Benefits (OPEB) liability, which is required for financial statement presentation. This valuation is essential in understanding the future funding requirements for OPEB.
2. In conjunction with the Princeton Municipal Light Department (PMLD) and the Worcester Regional Retirement Board, developed a breakout of the true annual pension obligations for the Town and PMLD. In the past, this had been estimated.
3. Working together with the Town Accountant, the Treasurer/Collector's Office dramatically reduced the amount of time required for the monthly reconciliation of Accounts Receivable and Cash.
4. The Treasurer/Collector's office provided the necessary support and information for the successful issuance of \$1 million in long-term bonds for the permanent financing of the broadband make-ready costs.

FY18 Goals and Their Current Status (as of 12/31/17):

1. Develop a tax title policy for the Town. In process, draft presented to Selectboard.
2. Work with the Town Accountant to clean up variances in agency funds. Meeting with the Town Accountant on a regular basis, and the process is working well.
3. Work with entire financial team to investigate and recommend a comprehensive accounting and collection software package for the Town. This is in process and ongoing.

FY19 Goals:

1. Investigate and implement the outsourcing of the printing, stuffing, and mailing of all tax bills to improve the efficiency of the department and to allow more analysis of financial information.
2. Work with a local banking partner and establish a lockbox for the deposit and reporting of the receipt of all tax payments. This will also free up additional time for the department to work on improving other processes, such as the tax title process.

3. Fully investigate the feasibility of the auction of Tax Title Liens. This process could possibly provide an infusion of cash to the Town, which could in turn be used for projects as the voters see fit.

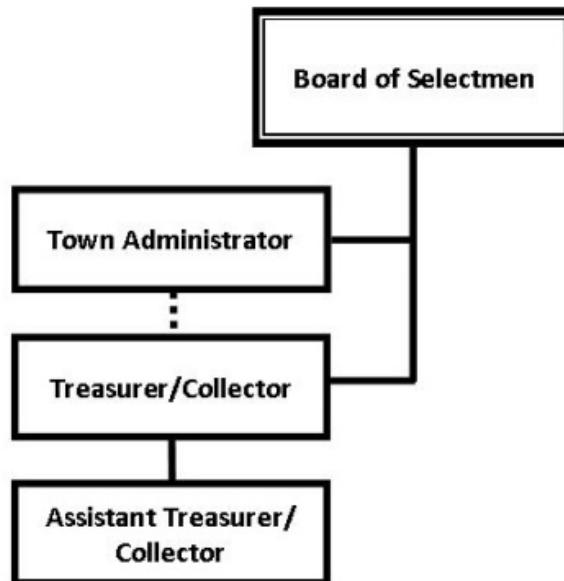
Service Provision Data:

1. Collected approximately \$8.6 million in tax revenue, fees, and interest in FY17.
2. Printed and distributed 3,310 real and personal property tax bills in FY17.
3. Printed and distributed 4,803 motor vehicle excise tax bills in FY17. Processed the Town's annual payroll of \$2.874 million in FY17.
4. Verified and mailed 2,115 vendor checks in FY17.

Personnel Summary Table:

Position Title	FY17 FTEs Actual	FY18 FTEs Actual	FY19 FTEs Dept. Req.	Explanation of Changes (FY17 to FY19)
Treasurer/Collector	1.0	1.0	1.0	
Assistant Treasurer/Collector	0.35	0.375	0.375	This provided one additional hour per week for training new employee

Organizational Chart:



IT Department

Contact Information: Peter Cummings, IT Coordinator

Phone: (978) 464-2108

Email: infotech@town.princeton.ma.us

Location: Bagg Hall, 6 Town Hall Drive, Princeton, MA 01541

Mission Statement:

The mission of the IT Department is to provide a reliable, functional, and cost-effective technology infrastructure that facilitates the efficient operation of Town departments and related functions and provides the highest value possible to the taxpayers, residents, and customers of Town services.

Department Description:

The Department provides IT support, and maintains computers, printers, switches, server, routers, and any equipment related to IT.

FY17 Accomplishments:

Not applicable because employee started work in Sept 2017

FY18 Goals and Their Current Status (as of 12/31/17):

1. Developed a new backup procedure for all workstations and server
2. Rebuilt several computers and upgraded several to Windows 10
3. Developed an IT documentation binder with IT procedures, notes, check lists, etc.
4. Standardizing computers with same base software and same versions

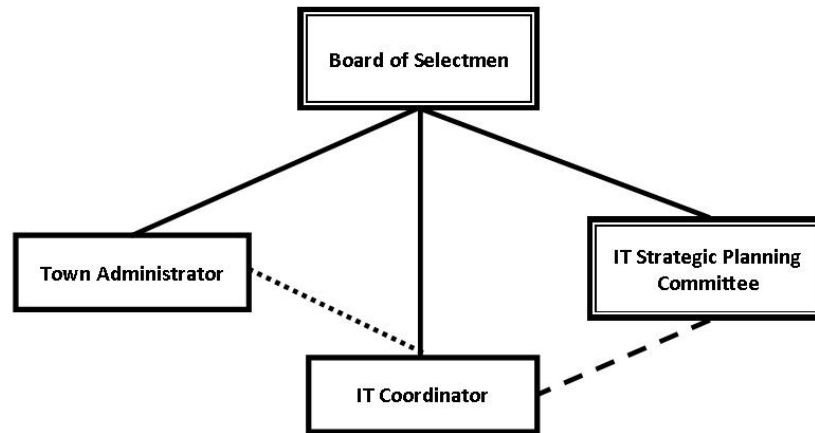
FY19 Goals:

1. Monitor backup procedure to make sure it runs correctly
2. Implement another backup from server that works a little differently than first backup
3. Determine best method of backup (may end up being both)
4. Implement a firewall
5. Replace all desktops as current ones are aging

Personnel Summary Table:

Position Title	FY17 FTEs Actual	FY18 FTEs Actual	FY19 FTEs Dept. Req.	Explanation of Changes (FY17 to FY19)
IT Coordinator	0.25	0.25	0.5	20 hours per week is needed to sufficiently staff the work of the department

Organizational Chart:



Note: The Board of Selectmen delegated authority to appoint the IT Strategic Planning Committee to the Town Administrator.

Town Clerk and Elections

Contact Information: Lynne Grettum, Town Clerk

Phone: (978) 464-2103

Email: townclerk@town.princeton.ma.us

Location: Bagg Hall, 6 Town Hall Drive, Princeton, MA 01541

Mission Statement:

The mission of the Town Clerk's Office is to provide the highest quality of courteous and efficient service to Town residents, Town departments, boards, and committees, and all members of the public, and to perform all duties as required by state statutes and local bylaws. The Office will strive to ensure the integrity of the election process through the conduct of fair and open elections in compliance with federal, state, and local election laws.

Department Description:

Responsible for the management and administration of a wide variety of activities including elections, vital records, licensing, public information, public records, Open Meeting Law and Ethics requirements, and website information.

FY17 Accomplishments:

1. Planned and conducted three elections (Town, State Primary, and State Election) in compliance with all local, state, and federal election laws, including the introduction of early voting for the State Election.
2. Provided all basic services, such as licensing, vital record registration, permits, cemetery deeds, and website management.
3. Conducted the annual Town Census.
4. Prepared and submitted the Annual Town Meeting-approved bylaw changes to the Attorney General's Office.
5. Introduced a dog license database with new features that allow residents online registration and 24-hour remote access to information for Police and the Animal Control Officer.
6. Developed a three-phase plan for the review, organization, and disposition of paper records stored on the second floor of Town Hall.

FY18 Goals and Their Current Status (as of 12/31/17):

1. Plan and conduct the May 2018 Annual Town Election process in compliance with local, state, and federal election laws – in process.
2. Provide all basic services such as dog licensing, vital record registration, permits, cemetery deeds, and website management – ongoing.
3. Conduct the annual Town Census – in process.
4. Complete the review and update of the 2020 Federal Census address list – Training is complete, and the review will occur in the March-May timeframe.
5. As Records Access Officer, develop a process for responding to and tracking Public Record Requests – completed.
6. Complete the review and disposition of all Town Clerk department records stored on the second floor – 90% complete.

FY19 Goals:

1. Plan and conduct three elections (Town, State Primary, and State Election) in compliance with local, state, and federal election laws
2. Provide all basic services, such as dog licensing, vital record registration, permits, cemetery deeds, and website management to meet all State requirements
3. Conduct the annual Town Census to meet all State requirements
4. Review and determine the disposition of Town Clerk records in the Town Hall vault to preserve Town Records.
5. Research and apply for a grant to begin the process to refurbish the Town Hall vault in order to provide a secure and climate-controlled environment for permanent Town Hall records.

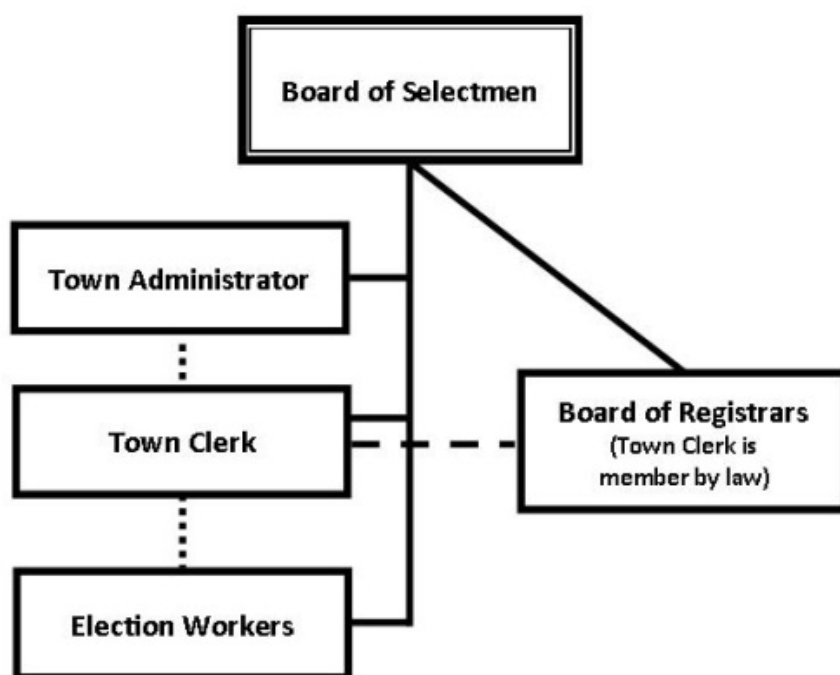
Service Provision Data:

1. Distribute, collect, and process approximately 1,200 census forms.
2. License approximately 800 dogs annually.
3. Distribute, collect, and process Open Meeting Law and Ethics requirements to approximately 150+ employees, elected officials, and appointed officials.
4. Process 500 to 600 voter registrations and changes per year. More activity in busy election years.
5. Post weekly or monthly agendas and minutes for 20+ Boards and Committees

Personnel Summary Table:

Position Title	FY17 FTEs Actual	FY18 FTEs Actual	FY19 FTEs Dept. Req.	Explanation of Changes (FY17 to FY19)
Town Clerk	0.75	0.75	0.75	
Election Workers*	varies	varies	varies	

*Election workers' hours vary each year based on number of elections. They are paid hourly.

Organizational Chart:

Conservation Commission

Contact Information: Brian Keevan, Chair

Phone: (774) 452-1952

Email: bjkeevan@gmail.com

Location: Bagg Hall, 6 Town Hall Drive, Princeton, MA 01541

Mission Statement:

The mission of the Conservation Commission is to protect and promote the natural resources of the Town, to serve as steward for the Town's open space parcels, and to administer the Wetlands Protection Act and associated regulations.

Department Description:

The Conservation Commission reviews all activities which occur in areas subject to jurisdiction under the Wetlands Protection Act, including new development, additions and repairs to existing developed areas, and road work, and processes necessary permits according to state requirements.

The Commission also oversees the agricultural lease on the Town-owned lands known as the 'Four Corners Hayfields' and manages the Calamint Hill Conservation Area according to the approved Land Management Plan and the requirements of the Conservation Restriction held by DCR and the City of Worcester.

The Commission holds title to the Town Pound, and is working with the Historical Commission to better promote the site.

FY15 - 17 Accomplishments:

1. Processed Notice of Intent applications and issued Order of Conditions on approximately 20 projects—a mix of Town road projects, septic system repairs, additions/renovations, and new house starts.

FY18 Goals and Their Current Status (as of 12/31/17):

1. Apply Wetlands Protection Act as required on all activities within jurisdictional areas. Status: Ongoing
2. Map wetlands and natural resources on Calamint Hill Conservation Area. Status: Wetlands mapping complete; Preparing maps for trails working group. Boundary signage needs to be added.
3. Clean out hazard trees and underbrush at Town Pound, and create a trail to the site. Status: Volunteer efforts via Boy Scout initiative still pending. Historical Commission has procured signage.

FY19 Goals:

Continue with FY18 goals:

1. Work with volunteer trails working group to design, permit, and construct trails on Conservation Area.
2. Remove hazard trees from Town Pound area for public safety and protection of the historical resource. Install signage.
3. Seek permission for Agricultural Lease renewal through annual Town Meeting in 2019, and request bids for new 10-year lease to begin in 2020.

Personnel Summary Table:

Position Title	FY17 FTEs Actual	FY18 FTEs Actual	FY19 FTEs Dept. Req.	Explanation of Changes (FY17 to FY19)
Administrative Assistant*	0.1	0.1	0.1	

***Found in Town Administrator's organizational chart**

Organizational Chart: N/A

Planning Board

Contact Information: John Mirick, Chair

Phone: (508) 860-1550

Email: jmirick@mirickoconnell.com

Location: Bagg Hall, 6 Town Hall Drive, Princeton, MA 01541

Mission Statement:

The mission of the Board is to direct the process of subdivision control under MGL Chapter 41 and zoning under MGL Chapter 40, on the local level.

Department Description:

The Planning Board assists development as it proceeds under subdivision control and processes necessary permits according to zoning requirements.

FY15 - 17 Accomplishments:

1. Updated zoning bylaws to incorporate a mixed-use overlay district in the Route 31 Business Zone.
2. Issued several special permits for accessory dwellings.
3. Monitored modifications to cell phone towers under the special permit/site plan process.

FY18 Goals and Their Current Status (as of 12/31/17):

1. Update zoning bylaws for signage—anticipating article(s) at 2018 Annual Town Meeting.
2. Develop strategy for senior/affordable housing in town—ongoing.

FY19 Goals:

1. Same as above—senior housing viewed as a pressing need in Princeton

Personnel Summary Table:

Position Title	FY17 FTEs Actual	FY18 FTEs Actual	FY19 FTEs Dept. Req.	Explanation of Changes (FY17 to FY19)
Administrative Assistant*	0.1	0.1	0.1	

*Found in Town Administrator's organizational chart

Organizational Chart: *N/A*

Building Maintenance

Contact Information: Nina Nazarian, Town Administrator

Phone: (978) 464-2102

Email: townadministrator@town.princeton.ma.us

Location: Bagg Hall, 6 Town Hall Drive, Princeton, MA 01541

Mission Statement:

The mission of the Building Maintenance Department is to provide for corrective, preventative, and planned maintenance as well as security of Town facilities and to ensure the safety and comfort of employees, residents, and others who use the buildings.

Department Description:

The Department maintains all Town-owned buildings with exception of the Thomas Prince School, as well as providing custodial services.

FY17 Accomplishments:

1. Hired an architectural firm to design the Fire Station #2 roof renovation and Bagg Hall chimney lining projects. After an advertisement/bidding period, the construction of both projects was initiated and completed successfully. Construction oversight was provided by the building maintenance supervisor.
2. Solicited maintenance of Town back-up electrical generators for Town-owned buildings, and ultimately hired a company to assist with the maintenance of the generators.
3. Requested and secured the assistance of the Worcester County Sheriff's Department Community Service Program to complete interior and exterior window washing at Bagg Hall and the Princeton Center, as well as installation of storm windows in the Princeton Public Library.
4. Numerous miscellaneous repairs/maintenance jobs.

FY18 Goals and Their Current Status (as of 12/31/17):

1. Roof repairs to Library currently in advertisement/bidding period.
2. Bid documents are being drafted for the exhaust evacuation system needed at Fire Station #2; however, the project is moving slowly due to lack of available time.
3. Continue making progress on generators, specifically pursuing the maintenance of a "military" generator at Fire Station #2, which companies are less likely to service.
4. Receive assistance from Montachusett Vocational Technical High School for one or more of the following projects: gazebo roof renovation, annex roof renovation, and/or police station roof renovation. The building maintenance supervisor has been corresponding with the appropriate contact at Montachusett to attempt to coordinate the assistance for FY18.
5. Numerous miscellaneous repairs/maintenance jobs. Better tracking of these miscellaneous projects will become available at the end of the fiscal year, given that the building maintenance supervisor will begin providing daily work report logs.

FY19 Goals:

1. Implement projects authorized at the 2018 Annual Town Meeting, and any other Town Meetings.
2. Accomplish more building maintenance work by contracting with private providers.

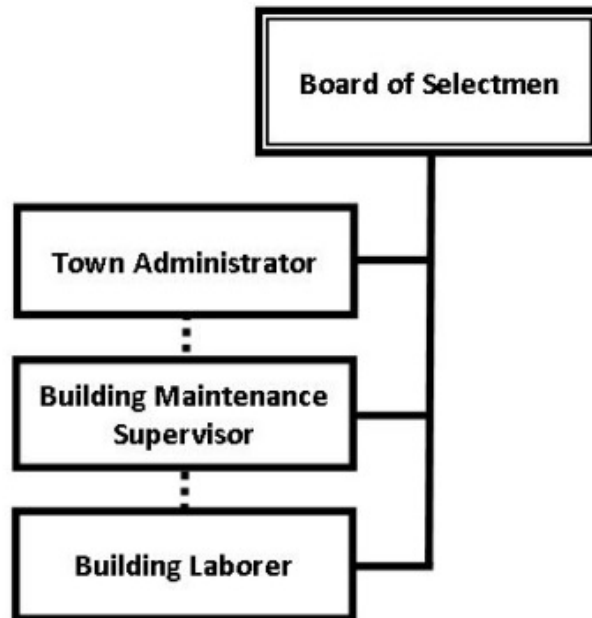
Service Provision Data:

1. Nine Town-owned buildings, with exception of the Thomas Prince School, which is the responsibility of the School District, and smaller buildings such as Krashes Fieldhouse and Snack Shack.

Personnel Summary Table:

Position Title	FY17 FTEs Actual	FY18 FTEs Actual	FY19 FTEs Dept. Req.	Explanation of Changes (FY17 to FY19)
Building Maintenance Supervisor	1	1	1	Full-time in buildings, but responds to fire/ambulance calls, and performs plowing and sanding/salting.
Buildings Laborer	0.375	0.375	0.375	4 months out of the year (winter), also performs plowing. Funding for this position may go to another staffing need in FY19.
Housekeeper	0.2	0.2		Currently being contracted; may be reversed based on actual cost effectiveness potential.

Organizational Chart:



Public Safety

Police Department

Contact Information: Michele Powers, Chief of Police

Phone: (978) 464-2928

Email: chief@princetonpolice.org

Location: 8 Town Hall Drive, Princeton, MA 01541

Mission Statement:

The mission of the Princeton Police Department is to maintain the quality of life that makes the Town such a safe and desirable place to live.

Department Description:

It is the role of the Police department to maintain law and order, provide community assistance, and investigate crimes. The responsibilities of the police also extend to enforcing laws that exist by ensuring drivers are obeying traffic laws, patrolling high-traffic areas and communities within the department's jurisdiction to protect the safety of community members, and questioning suspicious activity while on patrol. Police are also responsible for responding to emergency situations that require medical attention and may need to perform first-aid duties until medical assistance arrives on the scene.

FY17 Accomplishments:

1. Arrest made in Marcotte murder investigation.
2. Implemented RAD Program - Two officers trained and three classes held.
3. Renegotiated Police Union contract.
4. Worked with Wachusett Regional School District on police responses to school incidents. Document placed in each school in the district.

FY18 Goals and Their Current Status (as of 12/31/17):

1. Review of all drug evidence and drug destruction – 90% complete
2. Update Rules and Regulations-New document given to all employees – 100% complete.
3. Update Policies and Procedures – 30% Complete
4. Hold two RAD Classes – 50% Complete

FY19 Goals:

1. Implement Taser program
2. Continue reviewing Policies and Procedures
3. Have more community engagement with officers
4. Sort through all old cases, citations, etc. for destruction

Service Provision Data:

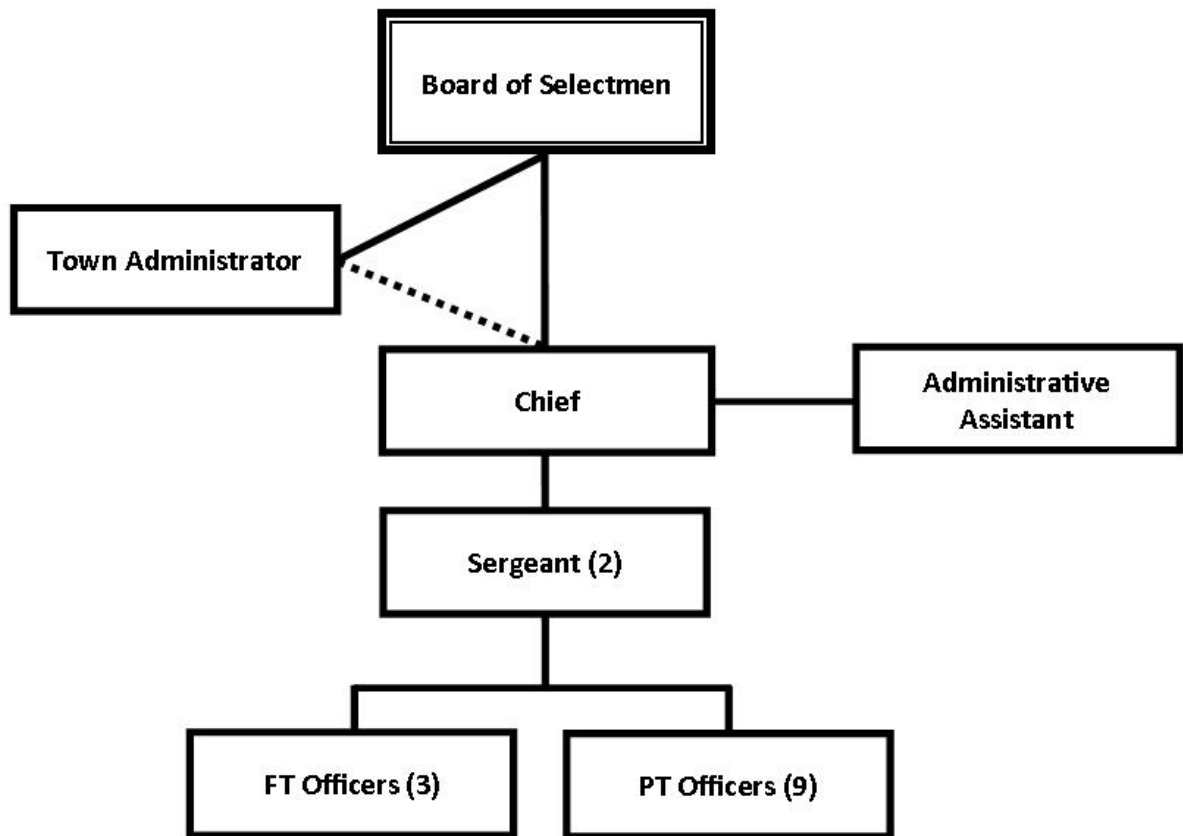
The following is a report of the major activities of the Police Department for 2017:

Accidents.....	66
Alarms.....	134
Annoying Phone Calls	13
Arrests/Summons Arrests	51
Assaults	6
Assist Area Police Departments.....	76
Assist Other Town Departments.....	17
Breaking and Entering Dwellings.....	5
Breaking and Entering Vehicles	2
Disturbances.....	66
Domestic Disturbances	7
Fire Department Assists	77
Fraud	21
Investigations	121
Juvenile Problems	3
Larcenies	15
Lost/Missing Persons	8
Medical Assists	154
Motor Vehicles Disabled	100
Motor Vehicle, Erratic Operation	96
Narcotic Investigations	6
Public Safety Assists	246
Public Service Assists	256
Restraining Orders Served	4
Suspicious Incidents.....	82
Suspicious Motor Vehicles	155
Suspicious Persons.....	29
Vandalism	4
911 Abandoned/Hang Up/Misdialed Phone Calls	22

Personnel Summary Table:

Position Title	FY17 FTEs Actual	FY18 FTEs Actual	FY19 FTEs Dept. Req.	Explanation of Changes (FY17 to FY19)
Police Chief	1	1	1	
Administrative Assistant	1	1	1	
Sergeant	2	2	2	
Full-Time Officer	3	3	3	
Part-time Officer	9	9	9	2-3 shifts per month.

Organizational Chart:



Note: Per MGL C41, S97, the Board of Selectmen appoints all police officers, but they are under the direct control of the chief

Fire and EMS Department

Contact Information: John D. Bennett, Fire Chief

Phone: (508) 344-2138

Email: jbennett@flexcon.com

Location: 8 Town Hall Drive, Princeton MA 01541

Mission Statement:

The mission of the Princeton Fire and EMS Department is to protect the life and property of Princeton residents, businesses, and visitors.

Department Description:

The Princeton Fire and EMS Department responds to all medical and fire / rescue emergencies and performs proactive prevention activities. Prevention is accomplished through the SAFE program with education in the public schools and elderly SAFE education and intervention along with hosting CPR and First Aid training. We also conduct regular inspections (e.g. smoke alarms, oil tanks, demolition, fireworks displays, blasting etc.) for code compliance.

FY17 Accomplishments:

- **Calls for Service 2017:**
 - 351 Calls for Service
 - 139 Fire Calls = 40% (two significant structure fires)
 - 211 EMS Calls = 60%
 - 36 Members: 16 live in Princeton, 20 come from other towns.
 - Members performed 18 Public Education programs
 - Inspectors performed over 250 Inspections for Smoke and CO Alarms, Propane installations, Oil burner and Oil tank installations, as well as mandatory fire safety inspections.
- **Personnel:**
 - Three firefighters graduated from the Massachusetts Firefighting Academy from both the spring and fall programs. They received their Firefighter I and Firefighter II certification.
 - Summary since January 2017:
 - 1 new Paramedic/Firefighter
 - 2 new EMTs (they are all current EMT and Firefighter recruits)
 - 3 new Firefighter recruits
- **Training:**
 - Held EMT & Paramedic recertification classes.
 - Completed blood-borne pathogen training as required.
 - Completed Lockdown Training at Wachusett Regional High School
 - Completed annual training in Hazardous Materials Identification and Cancer in the fire service.
 - Held RIT Training with the Massachusetts Firefighting Academy sponsored by Princeton.
 - Completed Ice Rescue Training with the Massachusetts Firefighting Academy sponsored by Princeton.
- **Grants:**
 - 3 Grants received in 2017
 1. FEMA Assistance to Firefighters Grant - \$220,000 (\$11,000 Town Match)
 2. MEMA Emergency Management Program Grant - \$2,460

3. Student Awareness of Fire Education (SAFE) Grant - \$ 5,358 for the education of youth and senior citizens in Fire Safety. This grant is used to give free Smoke Alarms and Co Alarms to our Senior residents.

- **Community:**

- The SAFE Program continued with full support of the state with grants.
- We continue our efforts with the Senior SAFE program and installation of smoke detectors, battery replacement, stove top organization, and replacement of heating coils. Etc.
- We are continuing our Home Evaluations under the senior safe program.

FY18 Goals and Their Current Status (as of 12/31/17):

- **General:**

- Increase Readiness coverage for EMS response to 7 days a week. 10 hours of in-station coverage per day. On proposed budget.
- Send two more firefighters to the spring semester at the Massachusetts Firefighting Academy.

- **Facilities:**

- Address the desperate facilities situation, first through supporting the study of the new Public Safety Complex to replace the headquarters that was built around 1885 and is not compliant with any NFPA, NIOSH, or OSHA standards, and whose roof is threatening collapse.
- Purchase of Class A 3,000-gallon tanker for approximate cost of \$525,000. Supports ISO standard of 200 gallons per minute for first 20 minutes of a fire. Capital request completed and provided to Selectboard and Advisory Committee.
- Station #2 will get the much-needed exhaust evacuation system as funded for fiscal 2018. Cancer in the fire service is a critical situation and members should not be exposed to diesel exhaust.

- **Water Holes:**

- Purchase 30,000 gallon low profile water tanks to be installed in high population areas. The aim is to purchase one per year and create water districts in order to limit the expected ISO rating increase for Princeton improving fire protection.
- Hickory Drive (Holden Side) waterhole priority for complete overhaul. However, work must be approved by the Army Corps of Engineers, due to the tributaries in Princeton that supply the Wachusett Reservoir. The Department is at an impasse when it comes to the ability to install waterholes.
- Of the 1,242 homes in Princeton, only 239 homes are within 1,000 feet of a hydrant or waterhole.
- Estimated cost of Engineering for one waterhole, due to EPA, Army Core of Engineers, and DCR requirements, is \$18,000. The cost to install a waterhole is about \$10,000 to \$15,000, depending on the project.

FY19 Goals:

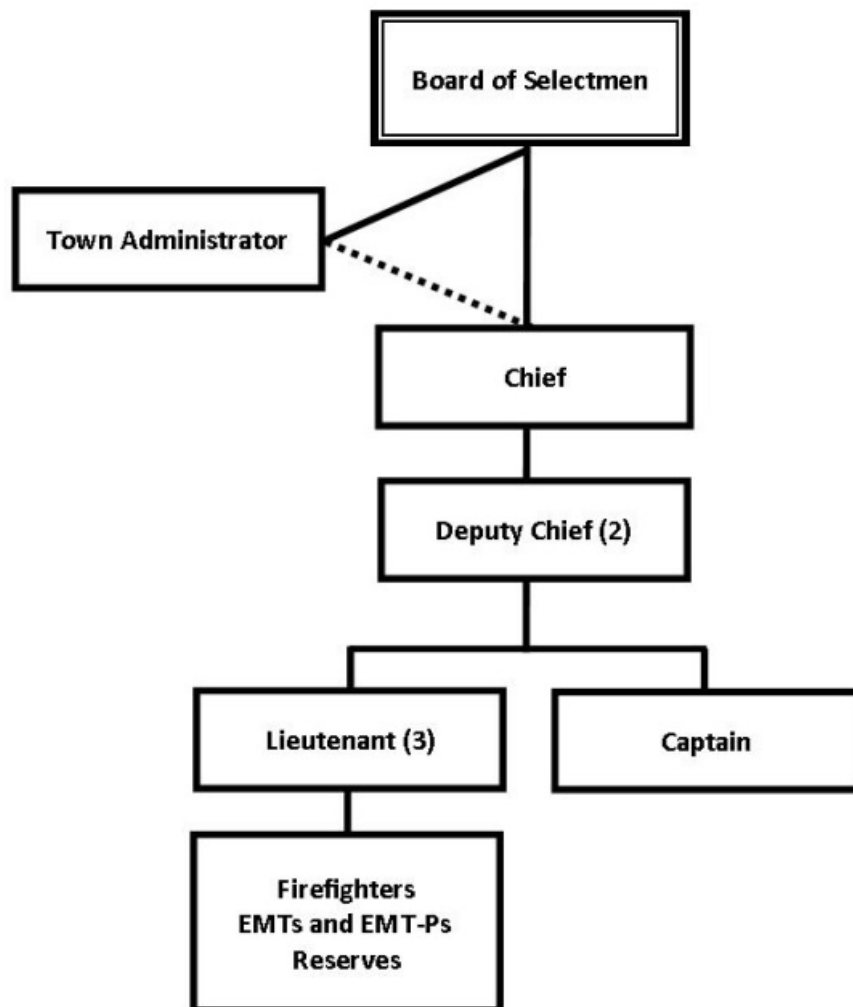
- Purchase of Fire truck to replace Engine #2. The estimated cost is \$450,000. Engine #2 is a repossessed truck that was purchased used but is in constant state of repair and not feasible to maintain in the fleet. It has extensive electrical problems and provides evidence against purchasing used vehicles in the future. This is mandatory for fire protection in Princeton given the response range, the need for proper firefighting apparatus and all NFPA standards regarding

fire response and fleet age. The average age of our fleet is 17 years. The Department only has one vehicle that currently meets national standards.

Personnel Summary Table

Call Sign	Rank	Last Name	First Name
25C	Chief	Bennett	John
25C1	Deputy	Kelly	Tim
25C2	Deputy	Hawkins	Richard
25C4	Chaplain	Rotando	Peter
25W1	Lieutenant	Long	Brian
25W2	Lieutenant	Connors	Philip
25W3	Lieutenant	Giaimo	Steven
25P1	Capt. EMTP	Dino	Bill
25P2	EMT-P	Hanson	Jon
25P4	EMT-P	Pierce	Paul
25P5	EMT-P	McDonald	Stephanie
25P6	EMT-P	Parisi	Travis
25R1	FF	Richard	David
25M3	FF/EMT	Whitney	Amy
25M4	EMT-P/MPO	M'Sadoques	Robert
25R5	EMT	Hawkins	Jackie
25R6	FF/EMT	Sanabria	Colin
25R7	FF	Connors	Thomas
25M8	FF/EMT	Algarin	Zachary
25M9	EMT	Braconnier	Melissa
25M10	FF/EMT	Pangelinan	Jasmine
25R12	EMT	Wheeler	Carla
25M13	FF/EMT	Wheeler	Dana
25M14	FF/EMT	Nelson	Matthew
25M15	EMT	Kuntz	Marissa
25R16	RFF/FR	Henrich	Brian
25R19	FF/FR	Minor	Christopher
25R20	FF/EMT	Walters	Robert
25R21	FF/EMT	Jones	Dylan
25R22	EMT	Valley	Chuck
25R23	FF/REMT	Mulcahey	Megean
25R24	RFF	Hahn	Andrew
25R25	FF/EMT	Hernandez	Juan
25R26	RFF	Olson	Kevin
25R27	RFF	Martin	Jim

Organizational Chart:



Building Department

Contact Information: Ginger Toll, Administrative Assistant

Phone: (978) 464-2100

Email: building@town.princeton.ma.us

Location: Bagg Hall, 6 Town Hall Drive, Princeton, MA 01541

Mission Statement:

The mission of the Building Department is to provide for public safety through the administration and enforcement of the State Building, Electrical, Plumbing, and Gas codes, and the enforcement of the Zoning By-laws of the Town of Princeton. The Department also fosters responsible and relevant growth within the community.

Department Description:

The Department schedules and coordinates all building inspections, issues and collects permits, answering questions and finding necessary corresponding documentation. Building, Wiring and Plumbing Inspectors perform myriad inspections each week throughout the year. Department staff also act as the phone and in-person receptionist at Bagg Hall.

FY17 Accomplishments:

Not applicable because employee started work in October 2017

FY18 Goals and Their Current Status (as of 12/31/17):

1. Continue to close outstanding permits; closed outstanding permits (some over 2 years old)
2. Foster and enable growth and renovations within the town
3. Procure and implement new software (researching phase)
4. Update fee schedules to be in line with current practices (mid-way through, data compiled, proposal in the works)
5. Streamline and purge existing paper documents (on-going)
6. Issued more building permits than any other year
7. Provide admin support for the Town Administrator on the Route 140 E. Princeton Project by the Road Advisory Committee.
8. Successfully transitioned new admin assistant

FY19 Goals:

1. Continue to close outstanding permits
2. Foster and enable growth and renovations within the town
3. Procure and implement new software (researching phase)
4. Update fee schedules to be in line with current practices (mid-way through, data compiled, proposal in the works)
5. Streamline and purge existing paper documents (on-going)
6. Provide admin support for the Town Administrator on the Route 140 E. Princeton Project by the Road Advisory Committee.

Service Provision Data:

The following report details the activities in the calendar year 2017:

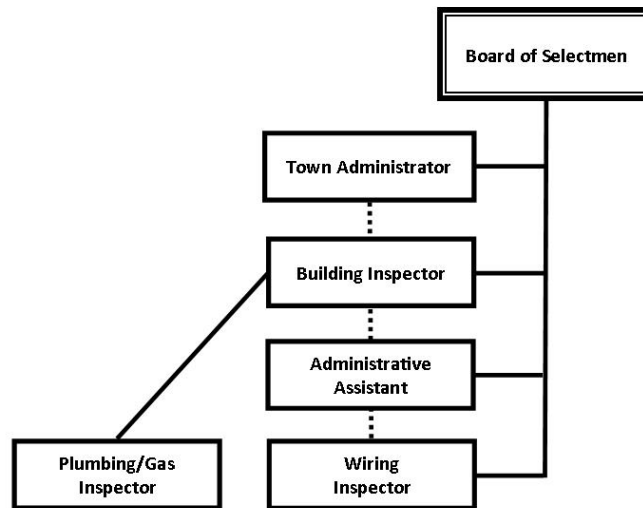
Purpose or Building Permit	# of Permits	Est. Cost of Construction
Single Family Home	8	2,571,554.00
Additions/Alterations	101	2,305,752.82
Non-Residential	8	952,102.00
Total	117	5,829,408.82
Breakdown of Permits	# of Permits	Fees Collected in CY 2017
Building	117	\$42,317.10
Electrical	78	\$8,040.00
Plumbing	41	\$4,025.00
Gas Piping	54	\$4,420.00
Woodstoves	28	\$1,080.00
Driveway	9	\$340.00
Demolition	3	\$150.00
Total	330	\$60,372.10

This past year has seen the Town's greatest growth in new homes, as well as additions/alterations to existing homes. The non-residential building has also dramatically increased, with more new businesses planned in 2018. The Department will continue to eagerly assist the community with new construction, non-residential builds, and home improvements with prompt professionalism.

Personnel Summary Table:

Position Title	FY17 FTEs Actual	FY18 FTEs Actual	FY19 FTEs Dept. Req.	Explanation of Changes (FY17 to FY19)
Building Inspector				Varies based on inspections needed
Administrative Assistant	0.8	0.8	0.8	
Wiring inspector				Varies based on inspections needed
Plumbing/gas inspector				Varies based on inspections needed

Organizational Chart:



Tree Warden

Contact Information: Chris Courville, Tree Warden

Phone: (978) 257-3617

Email: ccourville@pmlld.com

Location: Bagg Hall, 6 Town Hall Drive, Princeton, MA 01541

Mission Statement:

The mission of the Department is to care for the Town trees along the roads.

Department Description:

The Tree Warden utilizes an annual budget for the pruning of trees along the Town right of way, removing dead and dying trees, siting locations and planting new trees, conducting high-risk tree assessments, holding tree hearings for the removal of healthy trees when needed, attending annual tree conferences to earn enough continuing education units (CEU) for International Society of Arboriculture (ISA) arborist recertification, and maintaining paperwork documenting all of the above.

FY17 Accomplishments:

1. Oversee removal of 25 dead Town trees
2. Answer numerous calls about dead trees
3. Conduct annual high-risk tree assessment
4. Attend annual tree conference for CEU

FY18 Goals and Their Current Status (as of 12/31/17):

1. Conduct October tree hearing (and site walk with public) (complete)
2. Oversee removal of 48 dead/ dying town trees (complete)
3. Conduct annual high-risk tree assessment (complete)
4. Recertify ISA Arborist certification (complete)
5. Attend annual tree conference for CEU (complete)
6. Assess trees in the spring, remove any hazard trees with leftover budget funds

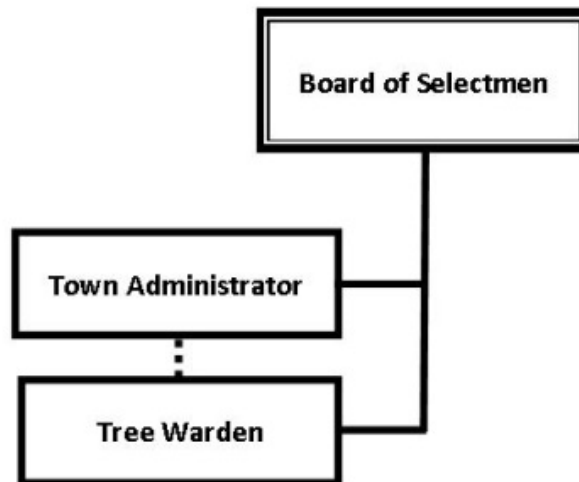
FY19 Goals:

1. Oversee removal of dead Town trees
2. Conduct annual high-risk tree assessment
3. Attend annual tree conference for CEU
4. Hold hearings for any healthy tree removals at the request of other departments

Personnel Summary Table:

Position Title	FY17 FTEs Actual	FY18 FTEs Actual	FY19 FTEs Dept. Req.	Explanation of Changes (FY17 to FY19)
Tree Warden	0.1	0.1	0.1	Average 4 hours per week

Organizational Chart:



Public Works & Facilities

Highway Department and Road Advisory Committee (RAC)

Contact Information: Glenn Lyons, Highway Superintendent

Phone: (978) 464-2120

Email: glyons22@verizon.net

Location: Highway Department, 110 East Princeton Road, Princeton, MA 01541

Mission Statement

The mission of the Highway Department is to professionally manage the Town's public works infrastructure and to respond to natural disasters, storms, and other events to protect the health and safety of residents.

Department Description

The Highway Department's routine maintenance consisted of shoulder, ditch and catch basin cleaning, snow and ice removal, gravel road grading, street sweeping, line painting, pot hole patching, culvert replacement, brush chipping, road side mowing and maintenance of all parks, athletic fields, playgrounds, and the town common. The Department is responsible for roughly 80 miles of roadway and cleans all catch basins 1-2 times per year.

FY17 Accomplishments

1. Received Small Town Road Assistance Program or STRAP grant for work on Route 140.
2. Purchased used sweeper for a fraction of the cost of a new model
3. Purchased used 6-wheeler to replace much older model
4. Proactively completed dead tree inventory to identify potential safety risks (e.g. falling branches, etc.)

FY18 Goals and Their Current Status (as of 12/31/17)

1. Received \$500,000 grant from the Department of Transportation's Municipal Small Bridge Program to replace a bridge on East Princeton Road over the East Wachusett Brook.
2. Mill and repave Hubbardston Road from Town Center to Calamint Hill Road North
3. Complete Right of Way acquisition and all other legal aspects of the Transportation Improvement Program funded by the state/federal government for the reconstruction of Route 140, with the assistance of the Town Administrator.

FY19 Goals

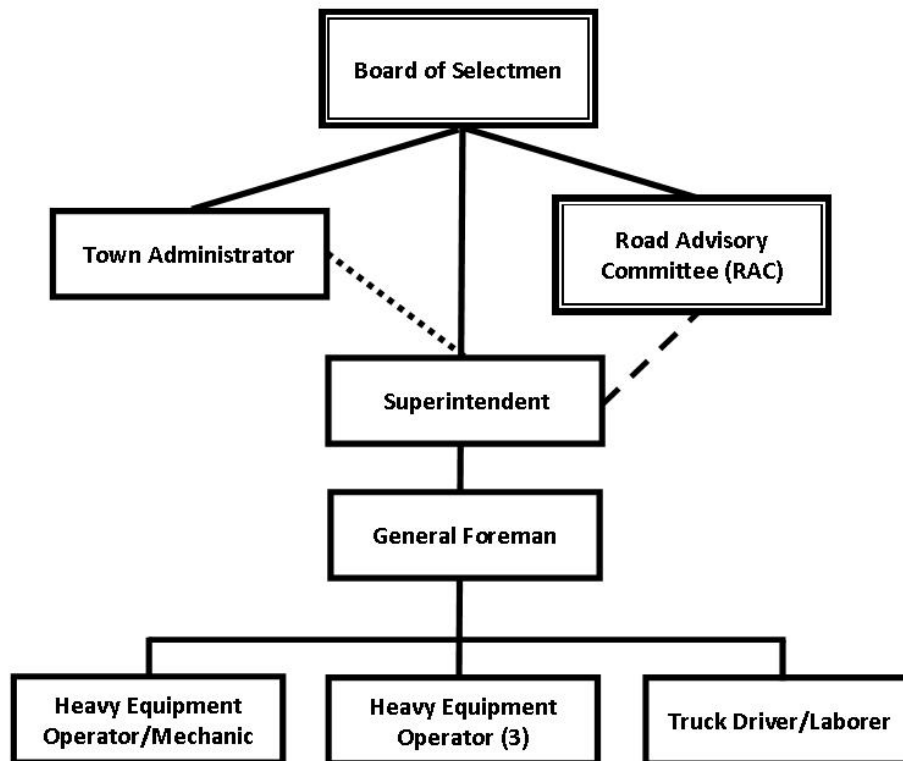
1. Involvement, as needed, with the reconstruction of the Route 140 project, to be managed by the state.
2. Oversee the reconstruction of the Route 31 culvert
3. Oversee the reconstruction of the bridge on Route 31
4. Reconstruct Calamint Hill North (southern section starting at Ball Hill Road going north)

Personnel Summary Table

Position Title	FY17 FTEs Actual	FY18 FTEs Actual	FY19 FTEs Dept. Req.	Explanation of Changes (FY18 to FY19)
Highway Superintendent	1	1	1	
General Foreman	1	1	1	
Heavy Equipment Operator /Mechanic	1	1	1	
Heavy Equipment Operator	3	3	3	
Truck Driver/Laborer	1	1	1	
Administrative Assistant*	.1	.1	.1	

*Found in Town Administrator's organizational chart

Organizational Chart:



Note: All highway department staff are appointed by the Board of Selectmen, but are supervised on a daily basis by the Superintendent.

Cemetery Department

Contact Information: Bruce Rollins, Cemetery Administrator, Nina Nazarian, Acting Cemetery Superintendent

Phone: (978) 340-8483

Email: townadministrator@town.princeton.ma.us

Location: Bagg Hall, 6 Town Hall Drive, Princeton, MA 01541

Mission Statement

The mission of the Cemetery Department is to maintain and operate the Town's cemeteries, which are under the supervision of the Princeton Cemetery Commission.

Department Description

The Cemetery Department performs standard maintenance tasks such as mowing, weeding, road/walkway repairs, etc. and is responsible for sale of gravesite and interment.

FY17 Accomplishments

1. Annual cutting and trimming, spring and fall clean up.
2. Annual fertilization program for cemetery grounds, where needed.
3. Full body burials and cremation burials.
4. Completed Ground Penetrating Radar at South Cemetery and West Cemetery to identify locations where additional grave sites could be incorporated.

FY18 Goals and Their Current Status (as of 12/31/17)

1. Annual cutting and trimming, spring and fall clean up.
2. Annual fertilization program for cemetery grounds, where needed.
3. Full body burials and cremation burials.
4. Reviewed and updated Cemetery Rules and Regulations as of October 30, 2017.
5. To prepare a bid specification and discuss the organization of the Cemetery Department.

FY19 Goals

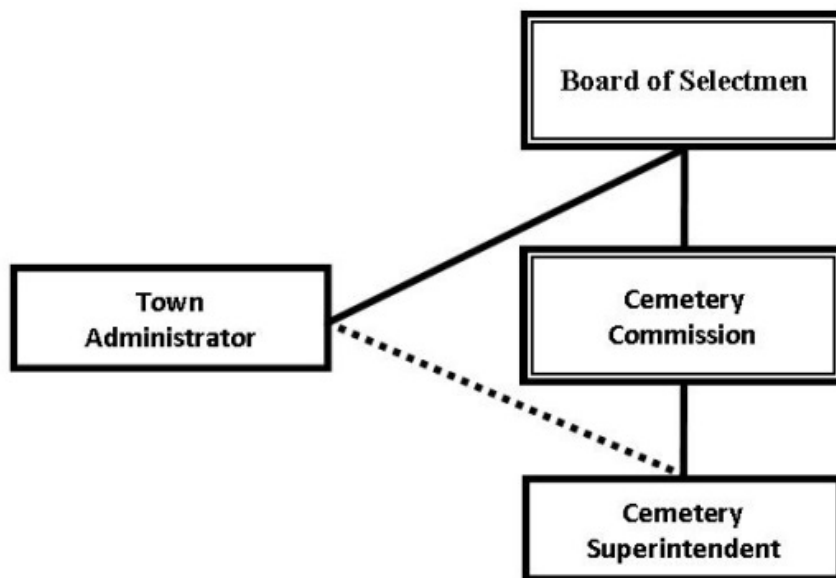
1. Build a successful contracting relationship with vendor hired to complete annual cutting, trimming, spring and fall clean up, and fertilization.
2. Full body burials and cremation burials.

Personnel Summary Table

Position Title	FY17FTEs Actual	FY18FTEs Actual	FY19FTEs Dept. Req.	Explanation of Changes (FY17 to FY19)
Superintendent	.25	.25	0.25	
Foreman	.625	.625		Position was 40 hours/week, from approximately April 15 to November 1, however work is being contracted.

Cemetery Worker	.27	.27	Position was less than 20 hours/week, from approximately April 15 to November 1, however work is being contracted.
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Organizational Chart:



Human Services

Board of Health

Contact Information: Terri Longtine, Secretary to the Board of Health

Phone: (978) 464-2104

Email: tlongtine@town.princeton.ma.us

Location: Bagg Hall, 6 Town Hall Drive, Princeton, MA 01541

Mission Statement:

The mission of the Board of Health is to provide for the health and welfare of the residents of Princeton by enforcement of Local and State Regulations and Codes.

Department Description:

The Board of Health is responsible for the formulation and enforcement of rules and regulations concerning public health. The Board has all the powers and duties given to Boards of Health under Massachusetts General Laws, State regulations, the Town Charter, by-laws, or other Town Meeting vote. Areas of responsibility include:

1. Enforce Title 5 regulations with regard to property transfers, new installations, and repair of septic systems.
2. Inspect restaurants for compliance with Food Code regulations.
3. Monitor air and water quality in collaboration with the State and other town departments.
4. Enforce State Sanitary Code for housing violations.
5. Respond to nuisance complaints.
6. Monitor reportable diseases and maintain data for State Department of Public Health (DPH).
7. Issue permits/licenses for Trash Haulers, Food, Septic Installers/Haulers.
8. Enforce Animal and Agriculture regulations.
9. Maintain property records.
10. MA Reg II Public Health Emergency Preparedness Coalition participant. Maintain Emergency Plans for the Town and maintain Emergency Dispensing Site (EDS) information. Participate in drills through the PH EPC.

FY17 Accomplishments:

1. Continued participation with the Montachusett Public Health Network. The MPHNN pursues its goal of raising the health status of the residents of 11 member communities to the highest levels anywhere in the country. The MPHNN has continued to be a leader in addressing disposal of unwanted and expired medication, sharps disposal, opioid abuse prevention, and other health promotion and prevention initiatives. Through our participation with the MPHNN, the Department is able to share services and programs in its member towns with Princeton residents.

FY18 Goals and Their Current Status (as of 12/31/17):

1. Abandoned Housing Initiative - Working closely with Attorney General's Office on current open case regarding hoarding and uninhabitable properties.

FY19 Goals:

1. Resolve the account containing funds to administer a Community Septic Grant Program
2. Update and revise current Board of Health regulations

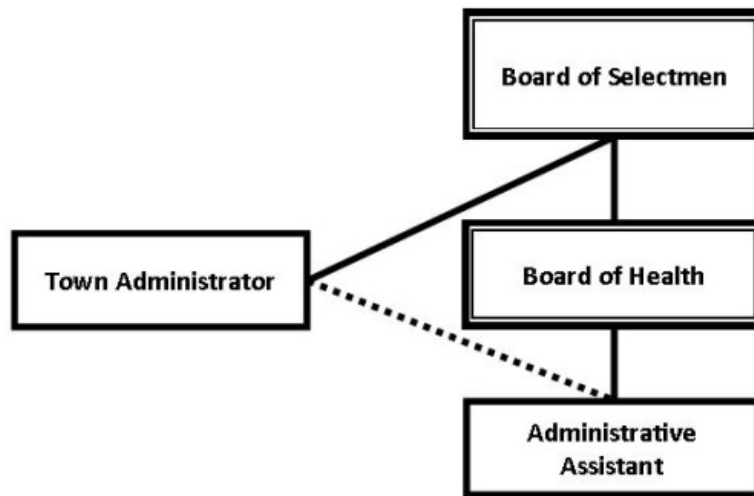
Service Provision Data:

1. Solid Waste Disposal – Total Tons 456.43 (Wheelabrator Millbury reports/bills)
2. Title 5 Inspections - 32
3. Food Establishments Inspections – 30 Establishments x 2 = 60 inspections/year
4. Approximately 12 nuisance complaints in which inspections were required.
5. Yearly Rabies Clinic – 30 animals were vaccinated in FY17.

Personnel Summary Table:

Position Title	FY17 FTEs Actual	FY18 FTEs Actual	FY19 FTEs Dept. Req.	Explanation of Changes (FY17 to FY19)
Administrative Assistant	0.5	0.5	0.5	

Organizational Chart:



Council on Aging/Senior Center

Contact Information: Linda Farineau, Director Princeton Council on Aging / Senior Center

Phone: (978) 464-5977

Email: coa@town.princeton.ma.us

Location: Princeton Senior Center, 206 Worcester Road, Princeton, MA 01541 (Post Office Place)

Mission Statement:

The mission of the Council on Aging is to identify the needs of the elderly in the community, to provide appropriate programs and services to meet those needs and enhance quality of life, and to connect the elderly with services provided by other organizations including local partners, and the State and Federal governments.

Department Description:

The role of the CoA is to stay in touch with the needs of the seniors of Princeton and provide access to local, regional, state and federal programs and funds to help meet these needs. The Department works in conjunction with the employees and residents of the Town, police, fire and EMS, churches, and other community organizations to provide programming and assistance to senior citizens. The Council offers health, fitness, and nutrition programs, and socialization, referral services, and transportation.

FY17 Accomplishments:

1. Assessed space needs for the CoA and sought rental space in Princeton that would meet the immediate and short term needs (1-5 years) for the Council on Aging/the senior citizens of Princeton.
2. Sought to partner with the Princeton Art Society (PAS) on space issues to help serve as many seniors as possible and help the CoA / Town to pay for the rental space and additional costs.
3. Put together three new alternate budgets necessitated by new location; presented to the Town Administrator for input and assistance and then to the Board of Selectmen and the Advisory Committee for approval. Lease was signed 09/01/2017; moved in the end of August; resumed normal activities 09/05/2017.
4. Set up a monthly FootCare Clinic to provide excellent service and care for the needs of seniors at a very reasonable price. This program currently serves ten residents per month and has the capacity to serve more seniors.
5. Pulled together a group of 6 – 10 volunteers to process the monthly newsletter for mailing.

FY18 Goals and Their Current Status (as of 12/31/17):

1. Have a team of volunteers to process the newsletter for mailing/taking it to post office independently. In progress, 50% complete
2. Build a list of volunteers to be Friendly Visitors to home bound seniors twice per month for one hour each time. Started - building very slowly. Currently there are 2 people who put in 2 -3 hours per month. 10% complete.
3. Find 2 reliable people who can staff the office/do some work on the computer/answer phones/interface with seniors/can handle confidential matters so that I can do some visitation; work on goals. 0% - trying to evaluate potential volunteers to see if they would be appropriate.
4. Have a kitchen added to the leased space. Given the likelihood that the leased space will be used for at least five years, a kitchen (or at least a sink) is really needed to have lunches and programs.

10% complete- Approached the landlord and their management company - both thought that this was something that can be done.

FY19 Goals:

1. Brainstorm ideas and programs to assist seniors with property tax burden to help them remain in their homes longer.
2. Expand home visits to seniors with goal of at least 25 and encourage increased attendance at the Senior Center.
3. Increase the number of volunteers that the CoA currently has by at least 25%. Currently have a list of 25 volunteers. Volunteers supplement the limited paid staff, allowing the CoA to reach more seniors with minimal impact on the Town's budget.

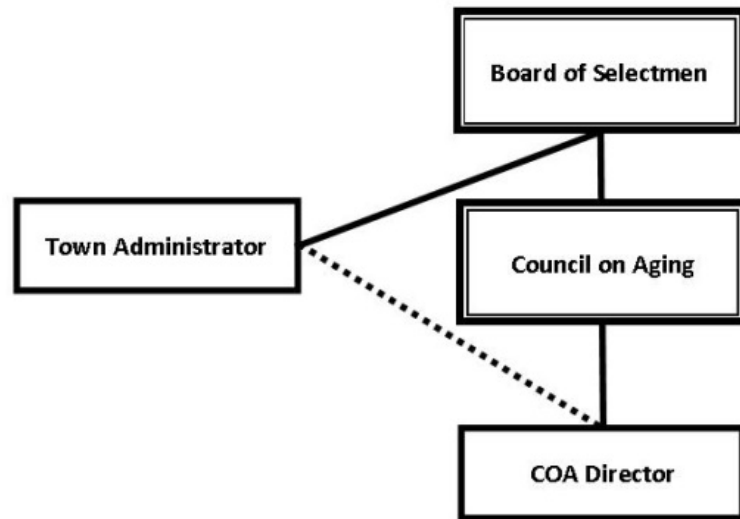
Service Provision Data:

1. 47 hours of yoga instruction - average of eight seniors per class (sign in sheets)
2. 47 hours of exercise instruction – average of ten seniors per class (sign in sheets)
3. 179 seniors attended senior lunches / programs with lunch (sign in sheets)
4. 36 seniors attended four craft classes (records kept by CoA director)
5. 12 seniors attended two iPad classes (records kept by CoA director)

Personnel Summary Table:

Position Title	FY17 FTEs Actual	FY18 FTEs Actual	FY19 FTEs Dept. Req.	Explanation of Changes (FY17 to FY19)
Director	0.4	0.4	0.5	Budget was previously for a CoA Director and Princeton Center Manager; with the center closed, the funding source is not available to charge the additional 4 hours per week, and it would be practical due to work demands for this position to remain at <20 hours per week, as opposed to reducing to 16 hours per week

Organizational Chart:



Veterans' Services

Contact Information: Sarah Custer, Veterans' Service Officer

Phone: (978) 464-2118

Email: veterans@town.princeton.ma.us

Location: Bagg Hall, 6 Town Hall Drive, Princeton, MA 01541

Mission Statement:

The mission of the Veterans' Services Department is to provide services and benefits to eligible Veterans and their families in a timely manner in compliance with Massachusetts General Laws (Ch. 115) and to represent and advocate for Veterans and family members with the U.S. Government and private agencies, Veteran service organizations and the public, to achieve maximum utilization of available resources.

Department Description:

The department provides information and assistance to veterans seeking services related to employment, economic security, disability, medical services, education, VA pensions and other claims.

FY17 Accomplishments:

1. Assisted five local veterans and families with various needs assistance
2. Completed Training Requirements for Veterans' Service Officer title
3. Completed recertification as certified VA Claims Agent

FY18 Goals and Their Current Status (as of 12/31/17):

1. Informational Pamphlet outlining Veterans' Services available to be sent to resident veterans/families – in process
2. Develop and submit a proposal for the potential option to become part of a veteran service district – gathering data-developmental
3. Offer office hours on a regular bases in the Town Hall – based on case load increase
4. 100% Contact for all Town veterans and families - ongoing
5. Increase community awareness and veteran focused events - ongoing

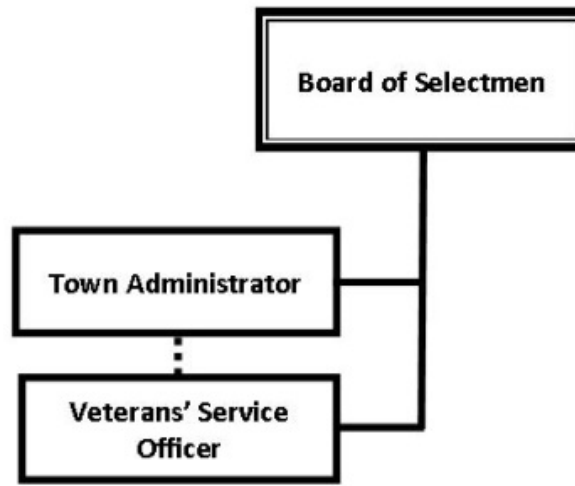
FY19 Goals:

1. 100% Contact for all Town veterans and families
2. Increase community awareness and veteran focused events
3. Improve Town agency collaboration for veteran-specific agendas (i.e., Council on Aging, Cemetery Department, Board of Health)

Personnel Summary Table:

Position Title	FY17 FTEs Actual	FY18 FTEs Actual	FY19 FTEs Dept. Req.	Explanation of Changes (FY17 to FY19)
Veterans' Service Officer	0.05	0.05	0.05	N/A

Organizational Chart:



Culture and Recreation

Public Library

Contact Information: Mary Barroll, Library Director

Phone: (978) 464-2115

Email: mbarroll@town.princeton.ma.us

Location: Goodnow Memorial Building, 2 Town Hall Drive, Princeton, MA 01541

Mission Statement:

The mission of the Princeton Public Library is to offer free information, materials, and creative programs for lifelong learning and personal development, to help children to discover the joy of reading and the value of libraries, and to serve as a welcoming community meeting place.

Department Description:

The library is a department of Town government governed by a self-perpetuating board of seven to nine trustees. Responsibility for the library and personnel management, policy and collection development, and provision of library services to the public is delegated by the Board of Trustees to the Library Director. The Director is appointed by and directly responsible to the Board. The library is staffed with eight positions: Library Director, Technology Library Associate, Youth Services Librarian, Pre-school Children's Librarian, Library Assistant and three Library Clerks. Only the Director (salaried) and Technology Library Associate (hourly) are considered Regular Reduced Hours employees and therefore qualify for benefits through the town. The library is open to the public 37 hours per week.

FY17 Accomplishments:

1. PPL circulated almost 35,000 items to patrons and the community.
2. PPL had over 28,000 visits to library in person from patrons and other community members. Patrons also used the new Princeton Public Library mobile app to access materials (eBooks, eAudiobooks and videos) from their electronic devices in addition to reserving materials from home.
3. Program attendance for adults rose from 632 to 977 (more than 50%) and overall from 3,081 to 3,293 (7%).
4. Electronic collections were used 8,568 times over the year. (These include Universal Class, Ancestry.com, Freegal (music), research databases, video games, etc.)

FY18 Goals and Their Current Status (as of 12/31/17):

1. Expand programming to increase number of patrons attending programs by 10%. – Program attendance for adults rose from 632 to 977 (more than 50%) and overall from 3,081 to 3,293 (7%).
2. Implement better IT processes and security for Library. Hired Guardian Information Technologies and worked closely with them to create a firewall and security system, improving internet safety for patrons. Patrons' (and Library) information is now more secure and computer hardware working with less problems and frustrations for all.
3. Train staff and patrons in use of new Princeton Public Library APP. Held workshops for both staff and patrons in the use of new APP, as well as the use of OverDrive.
4. Expand publicity outlets for all programs and offerings. --Currently, on a regular basis, the Library makes use of publicizing services and events on the website, Facebook page, with flyers, with two bi-annual Newsletters, and in local newspapers such as The Landmark and Telegram Towns. The Library also makes use of Town Newsletters, COA, PAS, PTO, and Parks and Rec.

FY19 Goals:

1. Expand and enhance library technology, including adding two new computers to ensure residents have state-of-the-art technology to access the Internet, among other uses.
2. Develop community education materials regarding library services, including a brochure on library services, and workshops on the use of our new mobile app and other services.
3. Solicit more staff and patron input in the collection development process to ensure a wide range of opinions and preferences are reflected in the collection. A recommendation form is being developed for front desk, plus other staff initiatives.
4. Complete an interim Report on our five-year plan for the Mass Board of Library Commissioners by July 1, 2018. Currently in progress.

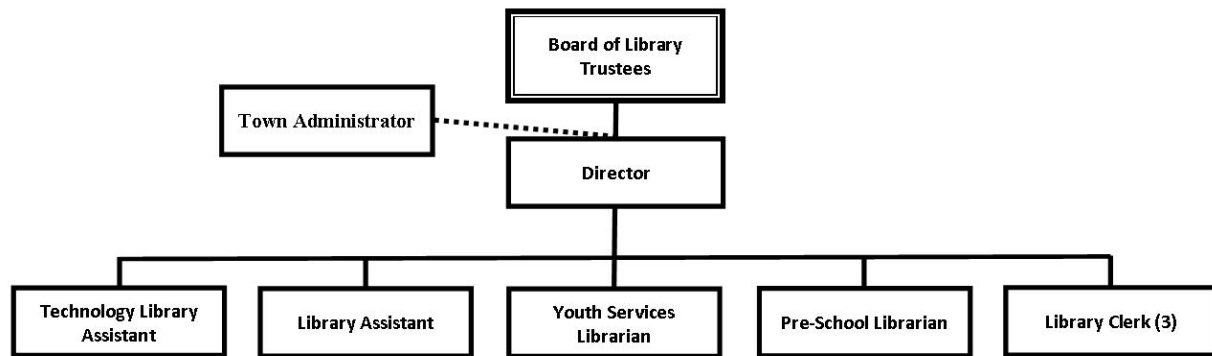
Service Provision Data (much of this data comes from statistics kept by the CWMARS network on borrowing numbers):

1. 122,198 items available to borrowers at the Princeton Public Library, including books, eBooks, audio books, e-Audiobooks, DVD's, streaming videos, video games, magazines, museum passes, a high powered telescope and a HotSpot.
2. Library circulated 35,000 of these items during the twelve month period.
3. Library provided dozens of programs for children and adults which were attended by 3,293 people.
4. Public computers were used at least 2,617 times during the year. This does not include numbers for personal laptop or wireless use for which numbers are not available.
5. PPL had approximately 28,000 visitors during the year.

Personnel Summary Table:

Position Title	FY17 FTEs Actual	FY18 FTEs Actual	FY19 FTEs Dept. Req.	Explanation of Changes (FY17 to FY19)
Library Director	0.7	0.7	0.7	
Technology Library Associate	0.55	0.55	0.55	
Library Assistant	0.45	0.45	0.45	
Youth Services Librarian	0.32	0.32	0.32	
Pre-School Librarian	0.22	0.22	0.22	
Library Clerk	0.32	0.32	0.32	
Library Clerk	0.15	0.15	0.15	
Library Clerk	0.15	0.15	0.15	

Organizational Chart:



Parks and Recreation

Contact Information: Hollie Lucht, Director, Parks & Recreation

Phone: (978) 868-8055

Email: recreation@town.princeton.ma.us

Location: Bagg Hall, 6 Town Hall Drive, Princeton, MA 01541

Mission Statement:

The mission of the Recreation Department is to provide a variety of quality programs, community events, and recreational services in a safe and affordable manner, and to effectively develop and maintain recreational facilities for all residents of the Princeton community.

Department Description:

Provide professional, administrative, and supervisory work, while developing, administering and implementing both paid and free four-season indoor/outdoor recreation programs and events that meet the needs of Town residents. Activities Parks & Recreation offer include, but are not limited to: Thomas Prince after-school activities such as STEM, Primitive Skills, Yoga, Sewing, Chess, Floral, and more. At Krashes Field and Thomas Prince School locations field activities include soccer, flag football, lacrosse, basketball, and more. Parks & Recreation also offers at least one community event per calendar year to include free activities and paid to allow Parks & Recreation to continue providing various events for people of all ages.

FY17 Accomplishments:

1. Built Krashes Field 5-12 year old Playground Build through volunteer work.
2. Offered variety of after-school and night programs at Thomas Prince School.
3. Launched online registrations and payments.
4. Created social media presence on Facebook and Instagram.
5. Created video advertising leasable fields to increase revenue for 2018.

FY18 Goals and Their Current Status (as of 12/31/17):

1. To increase leasable field(s) usage through video, social media, print, emails and flyers. Status: Weekly inquiries from regular users and new organizations
2. Increase use of Everett Needham Fieldhouse. Status: Commission narrowing down options to use/lease building to bring more traffic to Krashes location.
3. To add play equipment to Krashes/Sawyer Fields to increase desirability of area. Status: P&R narrowed down affordable options. Presently planning money raising events to fund.
4. Recruit instructors, volunteers and organizations to offer variety of programs/events to community. Status: Frequent inquiries through calls/emails.
5. Collaborate with COA, library, and other departments creating structured programs/events. Status: Programs/events on calendar for 2018.

FY19 Goals:

1. To increase leasable field(s) usage through video, social media, print, emails, and flyers. Importance to increase P&R revenue to enable more cost/free recreational programs to all ages.
2. Collaborate with COA, library, and other departments creating structured programs/events. Importance to create partnership with town departments to increase awareness of important happenings.
3. Create additional community events. Importance to increase community involvement.

- Develop plan for increased use of Thomas Prince School upper field. Importance to utilize area for increase use by outside organizations to increase revenue.

Service Provision Data:

- After-school activities with rough number of participants include STEM : 30 Participants, Tennis: 50, Primitive: 15, Yoga: 40 , Sew: 50, Floral: 10
- Roughly 7 outside town sport organizations and 2 in town organizations utilized field(s) through leases of Krashes and Thomas Prince School

Personnel Summary Table:

Position Title	FY17 FTEs Actual	FY18 FTEs Actual	FY19 FTEs Dept. Req.	Explanation of Changes (FY17 to FY19)
P&R Director	0.475	0.475	0.475	

Organizational Chart:

