

## FY24 Supplemental Budget Requests and Adjustments

		Budget Impact						Recommendations			
Department	Summary of Request	Wages	Benefits	Expenses	Subtotal	Offset	Total	Town Admin.	Select Board	Finance Committee	Subtotal
1 Town Administrator	Facilities Director Position	104,000	55,692	-	159,692	-	159,692				159,692
2 Library	Administrative Assistant -Full Time (38 hrs/week)	47,400	37,942	-	85,342	-	85,342				85,342
3 Library	Circulation Assistant - Part Time (19 hrs/week)	22,240	-	-	22,240	-	22,240				22,240
4 Fire Department	Firefighter Paramedics (4 Full Time)	234,204	165,755	13,800	413,759	-	413,759				413,759
5 Planning, Conservation, BOH	Additional Hours for Multi-Department Clerk (move from 19 hrs/week to 40hrs/week)	45,310	37,286		82,596	(25,134)	57,462				57,462
6 Police	Police Officers (3 Full-Time; (1)SRO, (1)Traffic, (1)Patrol)	215,870	126,987	4,200	347,057	-	347,057				347,057
7 Merit Pay	0.5% increase in COLA for applicable employees.	7,700	-	-	7,700	-	7,700				7,700
<b>Total Supplemental Requests</b>							<b>1,093,252</b>				<b>1,093,252</b>

**Town Administration/Select Board  
Supplemental Budget Request  
FY 2024**

\$104,000 Facilities Director - full year 40 hours/week

**Overview**

This request would create a forty hour a week position for FY 2024 to enable more staff capacity for facilities management as well as the new facilities project

**Justification**

While the Town has made significant capital investment in the new municipal complex, the Facilities Director would provide needed capacity on the management and upkeep of the new buildings and would provide cost savings as the Town would plan to hire a licensed trade person (HVAC, electrician, plumber) who also has some business management/operations management experience. The process for centralizing our facilities management approach will be best supported by a dedicated individual who can engage in day-to-day-maintenance, custodial oversight, strategic and capital purchasing/planning, and operations support that we currently do not have the capacity for. To fully realize the capacity and cost savings in a new facility, a Facilities Director committed to the upkeep and maintenance of the state-of-the-art complex is a necessary expenditure. Furthermore, this position would be able to provide valuable input on final design considerations for the new facility.

**Facilities Director**

**Essential Functions**

Ensure the prioritization and scheduling of all work relative to public buildings and facilities from program planning through timely project completion; oversees all aspects of the maintenance and renovation of municipally owned buildings and properties; ascertain that finished product meets and performs as designed.

Plan, direct and supervise the cleanliness, orderliness, maintenance and repair of building maintenance.

Performs varied and responsible functions requiring comprehensive knowledge of the building trades, building systems and building automation, such as utilities (fire protection, lighting, plumbing, elevator systems), energy conservation and HVAC.

Employee must exercise independent judgment in responding to inquiries, in dealing with the public, and in administering building maintenance functions.

Conducts regular inspections of all areas of buildings and sites, for the purpose of identifying deficiencies or necessary improvements.

Reviews and inspects various construction projects for compliance with approved plans.

Establishes priorities and work schedules for maintenance, grounds work, and cleaning in accordance with the organization's goals; provides training opportunities for staff, as needed.

Ensures timely and cost-effective completion of projects and all contracted services.

# Flint Public Library

## Supplemental Budget Request

### FY 2024

\$23,100	Administrative Assistant (\$23.29 + FY24 COLA) ~38 hours/week <b>(step 1 for first 6 months)</b>
\$24,300	Administrative Assistant (\$24.50 + FY24 COLA) ~38 hours/week <b>(step 2 for second 6 months)</b>
\$22,240	Circulation Assistant (\$23.29 + FY24 COLA) 19 hours/week
<b>\$69,640</b>	<b>(+FY24 COLA)</b>
\$30,000	Additional funds needed for Full-time benefits

#### Overview

This request is for one (1) fulltime position for an Administrative Assistant and one (1) part-time position for a Circulation Assistant.

#### Justification

#### Essential Functions

#### Administrative Assistant & Reference Librarian (Fulltime)

The library continues to grow and expand its services, including increased programming, outreach to the public, and one-to-one technology assistance for patrons. Additionally, the library is seeing an increase in circulation of items and the number of people visiting the library. A greater turnover of staff is occurring as they build their experience and move on to larger libraries. Unfortunately, there are no formal processes or procedures in place to guide staff — new and old — in their responsibilities. Formal procedures need to be created and regularly updated to not only assist new librarians recently hired at the Flint, but also experienced librarians. Institutional knowledge is no longer held by all team members and cannot be relied upon for guidance and coaching of staff. Therefore, it is imperative to create and maintain formal procedures to improve efficiency, accuracy, and uniformity amongst staff. Additionally, administration is being encouraged by the Board of Library Trustees to participate in more workshops, trainings, and conferences. Assistance is needed in the building so the Director and Assistant Director are able to attend continuing education opportunities, per request of the Board, and focus their efforts on administrative duties, supporting library personnel, and implementing policies to further the library, its services, and its mission and standing in the community.

- Create and maintain documents, both digital and hardcopy, of all formal procedures.
- Create official onboarding procedures and trainings for all new staff to ensure all new hires receive proper, complete, and consistent information.
- Assist the Director and Assistant Director in any necessary tasks, including preparing staff meeting agendas and minutes, updating and maintaining in-house records, and putting together the monthly warrants.
- Provide Sunday coverage in rotation.
- Coordinate annual safety and emergency preparedness trainings, such as fire drills, CPR certifications, and AED trainings, for library staff.
- Review, update, and maintain all library personnel handbooks, including New Employee Handbook and Emergency Protocols Handbook.
- Manage all references inquiries submitted to the library via email and phone.
- Review, update, and maintain all library informational brochures, including History of Middleton, Flint Public Library information and services, and Museum Passes.
- Provide Circulation Desk coverage as needed.

#### Circulation Assistant (Part-time)

Circulation Assistants provide vital coverage and services in the library. Not only do they serve patrons, but they also assist staff to complete necessary tasks such as processing overdue notices, item deselection projects, circulation duties, and processing of library materials to make items available for circulation to the public. Circulation Assistants also provide necessary staffing coverage during evenings and Sundays. Currently, we have inadequate Sunday coverage and a gap in Circulation Assistants in the afternoon. An additional Circulation Assistant would not only fill the coverage gap from 2:00-5:00PM Monday-Thursday, but also provide Sunday coverage in rotation.

- Manage memberships of discounted passes to local museums and attractions, assessing their use and determining if membership should be renewed or canceled. Identify new options for pass offerings, and monitor use to determine value.
- Create and update a library style guide for all promotional materials, ensuring all created fliers, posters, etc. are in compliance.
- Perform work at the circulation desk including, check materials in and out, issue library cards, answer directional questions, assist patrons with basic instructions on the use of the computer catalogs, telephone patrons when reserve materials are received, assist patrons on the use of the photocopier, collect fines, answer the telephone, and empty the book drop.
- Operate technology at and around the circulation desk including computers, printers and copiers; instruct patrons in using the public copier if needed.
- Assist patrons in locating materials as needed
- Assist in the processing of new library materials, ensuring they are ready to be circulated to the public.

# Fire Department Supplemental Budget Request FY 2024

\$234,212 Four (4) Full-Time Firefighter Paramedics

## Overview

This request would create four forty-two (hour) a week Firefighter/Paramedic positions for FY 2024 to enable more staff capacity for the increased emergency call volume.

## Justification

Both the town and the fire department have faced significant changes over the course of many years. In addition to the steady increase in population, the town has also seen a significant influx in traffic flow. These changes have led to a higher traffic congestion throughout the town. This ultimately translates to an increase in call volume.

The increased EMS call volume we are experiencing illustrates only a small portion of the problems affecting the nation's healthcare system. In addition, we have seen a significant increase in back-to-back emergency calls, including multiple mutual-aid ambulance requests to neighboring communities. Often, we send half to two-thirds of our on-duty staff to these communities without sufficient coverage back at the fire station. Staff retention is noteworthy; recruiting and retaining motivated and qualified staff is becoming increasingly complex and has only been amplified since the recent Covid pandemic. These changes have placed a significant strain on smaller departments such as ours. The unfortunate truth is that these increased out-of-town service calls often leave our residents and visitors without adequate fire and emergency medical protection.

As previously mentioned, back-to-back emergency calls continue to occur almost daily. We often cannot staff our second ambulance and fire engine, resulting in a more frequent need for mutual-aid assistance. These concurrent calls for service present several problems; of particular note is a delay in providing much-needed services and a loss in revenue, as the mutual-aid community ultimately bills for services rendered. In 2022 the department requested mutual-aid ambulances to various scenes 137 times, which translates to an average lost revenue of almost \$100,000.

Today's firefighter faces more challenges and danger than in years past. Structure fires can grow up to eight times faster and produce two-hundred times more smoke than fires fifty years ago. Furthermore, in the event of a fire, today's homeowner only has less than 2 minutes to evacuate compared to almost 8 minutes some fifty years ago.

Staffing at the scene of a fire is critical as well. The National Fire Protection Association sets codes and standards to reduce or eliminate injuries, death, and property damage due to fire. Standards such as the "two in, two out" standard specify the quantity of personnel needed to enter a dangerous environment such as a structure fire. Unfortunately, our department would have fallen short of that standard roughly twelve percent of the time.

Years ago, we were fortunate that these concerns were often reduced by utilizing a robust callback system that had served us well for decades. Today, over seventy-five percent of the department members live outside Middleton, mainly due to the cost of living in this community. Not having members available to respond at a moment's notice for a significant incident or the second or third emergency medical call places the department members and the community's citizens at a disadvantage.

## Essential Functions

Perform various emergency functions, such as fire suppression, hazardous materials mitigation, Emergency Medical Services

Assist with fire prevention activities and public education such as inspections and school evacuation drills

Drive and operate fire, rescue, and EMS apparatus

Participate in routine training exercises related to both fire and medical related scenarios

Perform routine maintenance and cleaning on apparatus, equipment, and facilities

Study street and occupancy locations within the community

Firefighter/Paramedic

**Fire Department  
Supplemental Budget Request  
FY 2024**

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\$234,212 Four (4) Full-Time Firefighter Paramedics

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The call department has been an asset to the department for decades. Our call firefighters have allowed the department to fill many positions with part-time members at a reduced cost. They have also played a massive role in answering the second and third emergency calls while off-duty. Unfortunately, though, as times change, so too does their availability. Factors such as living outside of Middleton, increased commitments to their full-time job, and personal obligations have significantly reduced their availability to the department. This years unfilled call firefighter shifts often resulted in full-time staff filling these vacancies at overtime, leading to our overtime budget increasing to nearly \$190,000.

Hiring four additional full-time staff will help increase the number of on-duty personnel while allowing the department to handle better the influx of emergency calls we have seen over the past few years while reducing the need for mutual-aid services. This will translate to quicker delivery of care to those who need emergency services. Having more 'boots on the ground' will also allow the town to recoup thousands of dollars in ambulance revenue that is being lost to neighboring communities. These additions will also help to ensure that there are at least four members on duty at any given time while relying on the part-time members only to fill one position instead of two. This reduction in expectations and availability for part-time members will make filling these open part-time shifts easier. Furthermore, should that fifth position not be filled, it will remain unfilled instead of being filled at an overtime rate.

## Department Makeup

Member count	
13	Full-time members (including the Chief)
24	Part-time members (call department)
37	Total members
Members that Reside in Middleton	
6	Full-time members (including the Chief) live in Middleton
3	Part-time members live in town
9	Total number of Department members that reside in Middleton
75.67%	Percentage of members that live outside of Middleton
	(as far way as Wells, Maine)

## Staffing Numbers for 2022

For the past few years, the goal has been to have 5 members on duty. This allows a better delivery of care, including the ability to better handle back-to-back emergency calls.	
Below you will find the staffing breakdown for 2022	
12%	Average number of shifts that had 3 members on duty
31%	Average number of shifts that had 4 members on duty
57%	Average number of shifts that had 5 members on duty
43%	Average number of shifts that were covered with less than the desirable number of 5 members per shift
\$ 185,472	Average amount of money that was spent in overtime to fill 1 part-time position
	This still resulted in an average of 12% of the shifts only having 3 members on duty.
\$ 90,200	Average money that would have been spent had these shifts been filled with a part-time person. This still would have resulted in 12% of the shifts only having 3 members on duty.
\$ 95,272	Difference in money spent to have full-time person working part-time shift

# Ambulance Numbers

FY22 Ambulance transports and Revenue						
Total Transports	Total Charges	Total Collected	% Collected			
881	\$ 2,017,777.95	\$ 628,014.78	79.79%			
\$ 712.85	Average amount collected based on 881 transports					
\$ 2,290.33	Average amount billed based on 881 transports					
Revenue lost based on FY22 numbers for Calendar year 2022						
In 2022, there were a total of 137 requests for mutual-aid ambulance service by MFD						
The following projected loss in revenue is based on the FY22 averages						
\$ 97,660.45	Average amount that could have been collected had MFD transported					
\$ 313,775.21	Average amount that could have been billed had MFD transported					
<b>Ambulance Transports by Middleton Fire for Calendar Year '21 and '22</b>						
<b>2021</b>						
Total Transports	1038					
ALS Transports	623					
BLS Transports	415					
<b>2022</b>						
Total Transports	1157					
ALS Transports	688					
BLS Transports	469					
The month of December, 2022 was the busiest month on record as the department did a total of 130 transports						



Cost Breakdown for 1 FTE

\$ 58,551.00	Base salary	
\$ 6,756.96	Average callback (Fire)	(14 hours)(12 months)(\$40.22)
\$ 3,298.85	Ambulance Coverage	\$42,885 budgeted/13 Firefighters
\$ 1,447.92	HazMat Training	(36 hours)(\$40.22) New hire OT rate
\$ 965.28	Refresher Training	(24 hours)(\$40.22) New hire OT rate
\$ 7,213.47	Shift Opportunity (Vaca)	\$93,775 budgeted for vaca/13 firefighters
\$ 1,715.39	Shift Opportunity (Ptime)	\$22,300 budgeted for vaca/13 firefighters
\$ 7,593.85	Holiday Opportunity	\$98,720 budgeted for holiday time/13 firefighters
\$ 3,850.00	Education Incentive	
\$ 1,000.00	Fitness Incentive	
\$ 1,000.00	Clothing Allowance	
\$ 7,000.00	Firefighting Turnout Gear (x2)	
\$ 950.00	DOT Physical	
<b>\$ 101,342.72</b>		
Fire Academy	10 weeks of training (400 hours)	
360	Number of hours to cover - 15 - 24 hour shifts	
\$47.65	Average Overtime Rate to fill the 360 hours	
<b>\$17,154.00</b>	Cost to cover shift while at the academy	
Student's time at academy		
400	Number of hours @ academy	
\$26.81	Hourly rate for new Firefighter	
<b>\$ 10,724.00</b>	Cost to send new hire to academy	
<b>\$ 27,878.00</b>	Overall cost to train firefighter	
If the new hire was not a Paramedic, then the town would need to consider funding for Paramedic school		

An "All Tone" is sounded when there is a need for additional personnel at the scene or to cover the station during an emergency

1450	Total number of All Tones that were sounded for 2022								
576	Total number of All Tones that resulted in zero response from off-duty personnel								
40%	Percentage of All Tones that resulted in zero response from off-duty personnel								
3.88%	Average year-to-date response for off-duty personnel								
33%	High								
0%	Low								

# Budget Impact for Additional FTE

	Personal Service	Capitla Outlay	Total
Status Quo	\$ 1,887,073.00	\$ 23,000.00	\$ 1,910,073.00
Add 1	\$ 1,975,796.00	\$ 30,000.00	\$ 2,005,796.00
Add 2	\$ 2,063,668.00	\$ 37,000.00	\$ 2,100,668.00
Add 3	\$ 2,152,391.00	\$ 44,000.00	\$ 2,196,391.00
Add 4	\$ 2,243,263.00	\$ 51,000.00	\$ 2,294,263.00

Zero to 1	\$ 95,723.00	Increase
Zero to 2	\$ 190,595.00	Increase
Zero to 3	\$ 286,318.00	Increase
Zero to 4	\$ 384,190.00	Increase

\$ 95,272	Difference in filling part-time position with full-timer
\$ 97,660	Average lost revenue by having mutual-aid transport
<b>\$ 192,932</b>	<b>Money spent/lost due to current system</b>

## Essential Functions of Additional FTE

Perform various emergency functions, such as fire suppression, Emergency Medical Services and hazardous material incidents.

Assist with fire prevention activities and public education such as inspections and evacuation drills

Drive and operate fire, rescue, and EMS apparatus

Study street and occupancy locations within the community

Participate in routing training exercises related to both fire and medical scenarios

Perform routine maintenance on apparatus, equipment and facilities

Clean and sanitize equipment as needed

Perform other duties as assigned

**Planning Department  
Supplemental Budget Request  
FY2024**

\$45,310 40 hr/wk AFSCME Multi-Departmental Clerk

**Overview**

This request would increase the existing 19 hr/week part time Multi-departmental Clerk position to a benefitted 40 hr/wk position.

	Justification	Essential Functions
Full-time Multi-departmental Clerk	The busy land use offices rely on three “multi-departmental clerks” to handle the customers that visit the office or call each day. The DPW, Health Department, Inspections Department, Planning Board, Zoning Board of Appeals, and Conservation Commission depend on the clerks to either handle inquiries and complaints or relay them to the proper department. The clerks also handle all payroll and invoicing related to their assigned departments.	Provides customer service by answering questions both in person and by telephone.
	All clerks are able to cover for other departments which allows full coverage due to sick time or vacations.	Supplies information relating to policies, rules and regulations of the appropriate department.
	Currently, the clerk that covers the Planning Board, Board of Health, and Conservation Commission works 19 hr/wk, which is adequate to cover the Board of Health permitting. This position is the only administrative staff person assigned to the Health Department and the Conservation Commission.	Handles complaints from residents or relays complaints to Director of Public Health, Town Planner or Conservation Agent, as applicable.
	In the past several years, only a minimal amount of assistance has been provided to the Planning Board and Conservation Commission by the multi-departmental clerk (ZBA is covered by the Inspections Dept. Clerk). This is due to the heavy workload performed by the clerk for the Health Department.	Disseminates information among other town departments and boards, preparing legal notices and advertisements for submission to the newspaper.
	When the land use offices move to the new Municipal Offices, they will depend on this one position to cover the three offices without the help of the Inspections and DPW multi-departmental clerks.	Prepares and posts agendas for the Board of Health, Conservation Commission, and Planning Board meetings, prepares and issues Board of Health, Planning Board, and Conservation Commission decisions, as required, and files them in a timely manner.
	<b>Additional Needs for Conservation:</b> -Legal notice/agenda preparation -Prepares meeting materials -Ensures permits are issued to applicants	Assists the general public with the application process for Board of Health, Conservation Commission, and Planning Board filings.
	<b>Additional Needs for Planning:</b> -Processing 53G accounts (peer review consultant engineers) – including deposits and invoicing - as we will be increasing the use of applicant paid consultant fees. -Reviews applications for completeness and follows up with applicants for missing items. -Sends out applications to departments for comments and then prepare received comments for board meetings. -Prepare legal notices and agendas and post/send as required by state law. -Ensures decisions are signed by chairperson and filed with Town Clerk and notices sent according to state law. -Assistance with grant applications and required administration of received grants	Reviews applications for completeness.
	<b>Additional Needs for Health:</b> -Vaccine Management – storage, review safe handling practices prior to accepting vaccine -Refrigeration data logger information sent to state/MIIS maintain ability to navigate state platform for vaccine data/MIIS. -Mandatory webinars for orders state provided vaccines -Clerical assistance at vaccine clinics	Retrieves Board of Health, Conservation Commission, and Planning Board files and makes copies of documents or answers questions.
		Ensures that all petitions are filed and advertised in a timely manner.
		Maintains and updates the Public Health Director’s inspection schedule, relays complaints to the Health Director or other department heads as applicable, makes photo copies of plot plans, percolation tests and septic system layouts as required, prepares all health licenses and permits.
		Updates various contact lists for the Board of Health permits that are issued.
		Prepares and mails renewal letters to various establishments within the Town for their Board of Health permits.
		Receives payments for renewals and prepares and issues new permits.
		Logs in all new septic system applications and keep the log book updated when the application is approved. Maintain various amount of health department databases.
		Maintains permitting database for Board of Health, Conservation Commission, and Planning Board.
		Orders office supplies as needed. Maintains accurate files and records.
		Copy plot plans and all related documents as required.
		Record, track and deposit all receipts for the Board of Health, Conservation Commission, and Planning Board.
		Processes Accounts Payable for the Board of Health, Conservation Commission, and Planning Board using the MUNIS system. Maintains ledgers for the Board of Health, Conservation Commission, and Planning Board.
		Prepares payroll for Board of Health, Planning Board, and Conservation Department.
		Regular attendance and punctuality at the workplace is required.
		Cross-trained to fill in for other department secretaries as needed.
		Performs similar or related work as required, directed or as situation dictates.

### **Three (3) New Full-time Police Officer**

**Cost: \$61,390 per officer, including benefits**

**Shift differential: \$4,700**

**Education incentive: \$27,000**

**Clothing and Cleaning: \$4,200**

**Total: \$220,070**

#### **Justification**

Middleton Police Department currently employs seventeen (17) full-time police officers to include the Chief and Captain positions and five (5) reserve officers. The Middleton Police Department has 64% the officers per capita as the state average, 68% the officers per capita as the national average, and 80% the officers per capita as similarly sized cities across the country. To match state, national, and peer department sizes Middleton Police Department should have between 20 and 25 total full-time officers.

The new Massachusetts Peace Officer Standards and Training (POST) Commission is charged with creating a mandatory certification process for police officers, as well as processes for decertification, suspension of certification, and retraining in the event of certain misconduct. Police officers now must be recertified every three years and training standards have been increased for ALL peace officers to include reserve police officers. With this change, we will no longer have the ability to higher reserve officers and send them to the reserve intermittent (RI) police academy for certification, as these RI are no longer available. Current reserve officers are required to go to a "bridge academy" to retain their police powers or they will no longer be certified. This has resulted in the resignation of many reserve police officers throughout the Commonwealth, including the Middleton Police. This has also severely limited the recruitment of future reserve police officers as one now must attend the Municipal Police Training Council (MPTC) full-time police academy in order to work as a reserve officer.

This change will alter the reserve police officer program throughout the Commonwealth and here in Middleton. Going forward, we will be looking to become a full-time police department. With the phasing out of the reserve police officers over the next few years, I will be asking for (3) three additional full-time police officers to off-set the loss of the five (5) reserve officers and the anticipated growth of the Town of Middleton over the next few years.

In the past, the Middleton Police relied on reserve officers to augment the department to increase coverage and reduce overtime expenses. We must now look at the reality of reserve officers becoming no longer viable as an option to augment the police department and move towards a full-time police department. As reserve officers retire, accept full-time positions in other agencies, or resign we must be prepared to either increase the overtime budget substantially or add additional full-time police officers to fill that void. Adding three new full-time positions will reduce overtime, while providing adequate staffing levels for patrol shifts and specialized units to increase proactivity and public safety. With applications for police officers' positions being considerably down nationwide and the new training criteria of the MPTC and

POST, this request is being made to keep staffing adequate for future growth and to avoid jeopardizing public safety in the future.

#### Essential Duties

Police Officers performs a variety of duties in the enforcement of laws and the prevention of crimes; to control traffic flow and enforce state and local traffic regulations; to perform investigation activities; and to perform a variety of technical and administrative tasks in support of the police department.

### **School Resource Officer (SRO)**

#### Justification

One of the full-time police officer positions will fill the role of School Resource Officer (SRO) for Masco, Fuller-Meadow, and Howe-Manning schools. Currently our SRO is a part-time position assigned in partnership with Boxford and Topsfield Police to provide SRO services to Masco. This new position will be a full-time SRO covering Masco as well as Fuller-Meadow, and Howe-Manning schools.

#### Essential Duties

School resource officers are police officers who work in elementary, middle and high schools. They are responsible for working with school administrators, security staff and faculty on developing comprehensive safety plans to ensure schools are safe places for students to learn. SRO are certified in Massachusetts and will have specific training in active shooter response.

*School patrols:* A resource officer's job description also includes patrolling school grounds, ensuring safety, looking for broken fencing, unlocked doors or gates, viewing video and closed-circuit TV security monitors and watching for strangers or suspicious activity in or around campus. Conducts regular inspections of all areas of buildings and sites, for the purpose of identifying deficiencies or necessary improvements.

*Law enforcement education:* School resource officers may give assembly presentations on subjects including school safety, the dangers of drug abuse and bullying, and online safety tips. SRO duties may also include being called upon to educate teachers and staff about various safety precautions and dangers. It's also in a resource officer's job description to help protect against theft and property damage, assist in medical emergencies and reduce the incidence of 911 calls from schools to emergency personnel.

*Detention and arrests:* If a student is caught breaking the law - drinking or using drugs, bringing a weapon to school or making threats, part of a resource officer's job description may be to detain or arrest the offender. Lesser infractions may be remanded to the principal or vice principal for punishment such as detention or suspension.

## **Traffic Enforcement/Accident Investigation Officer**

### **Justification**

One of the major complaints received by the Middleton Police Department is speeding and red-light violations and a major number of resources are spent on traffic accidents. The goal of the Traffic Officer would be to serve the community by enforcing the motor vehicle traffic laws of the Commonwealth as well as reducing the number and severity of accidents in the town. The enforcement program would be a direct response to community complaints regarding speeding and other violations. The ultimate goal is to foster greater traffic safety for motorist, bicyclist and pedestrians.

### **Essential Duties**

The traffic officer will participate in a variety of specialized trainings in order to professionally conduct their assignment. Some of the specialized training will include radar/lidar operation, accident investigation, accident reconstruction, commercial vehicle enforcement and car seat installation.

Having a police officer assigned solely to traffic enforcement would address community complaints without putting extra strain on patrol, while allowing for a more targeted response to these issues.





**SELECT BOARD**  
Town of Middleton  
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Middleton, Massachusetts  
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978-777-3617  
[www.middletonma.gov](http://www.middletonma.gov)

## **MERIT PAY PROGRAM**

### **APPROVED 12/13/2022**

#### **PURPOSE AND SCOPE**

The purpose of this policy is to outline the Town of Middleton's merit pay program. This program does not replace any Cost of Living Adjustment (COLA) impacts.

The performance review and evaluation program has been developed to accomplish several goals: to continuously improve the effectiveness and efficiency of Town services; to provide an opportunity for two-way communication and planning between employees and reviewing managers/supervisors; to assist employees in increasing the effectiveness of their job performance; to provide a mechanism for the establishment of individual and departmental goals; to serve as the basis for acknowledging employees' accomplishments and recognizing employees' potential need for guidance, training and/or support; and to provide documentation of employees' performance to serve as the basis for salary adjustments and other personnel-related actions.

#### **APPLICABILITY**

This policy applies to all non-represented management, administrative, clerical, technical, professional, and support employees of the general government who regularly work for the Town. This policy does not apply to union, seasonal or temporary employees or employees of the School Department or Middleton Electric Light Department (MELD).

#### **POLICY**

It is the policy of the Town of Middleton that all non-represented full-time (20 or more hours per week) and permanent part-time employees will be reviewed and evaluated on an annual basis and thus eligible for the Merit Program Policy. For additional information on evaluation eligibility and process, refer to the Personnel Evaluation Policy.

#### **PROCEDURES**

##### **A. Coordination**

The merit pay program will be coordinated and monitored by the Human Resources Department. Coordination will include the following timeline:

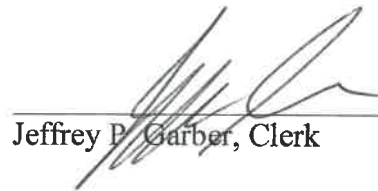
1. TA, ATA/HR Director, and Finance Director will meet in November/December to discuss merit program affordability for the following fiscal year before the budget instructions are sent to department heads
2. A recommendation on merit pay based upon the total cost if all employees received the full benefit will be made at the Operating Budget Summit. The merit program amount in full will be submitted by the ATA/HR Director as a supplemental request.
3. The Select Board and Finance Committee will review the program funding and will make a determination on the merit program before the Annual Town Meeting Warrant is closed.

4. Performance evaluations will be completed each year by May 15<sup>th</sup> so that final information for payroll adjustments for July 1<sup>st</sup> will be approved by the HR Director and submitted to the Treasurer/Collector no later than June 1<sup>st</sup>.
5. Employees must be hired by January 1<sup>st</sup> of a given fiscal year to be eligible for merit pay on July 1<sup>st</sup> of the same year.

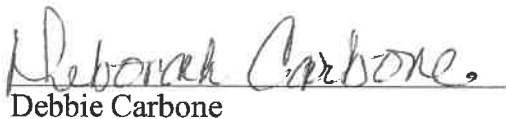
**MIDDLETON SELECT BOARD**



Kosta E. Prentakis, Chair



Jeffrey P. Garber, Clerk



Debbie Carbone

Brian M. Cresta



Richard W. Kassiotis Jr.



Andrew J. Sheehan, Town Administrator