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# MADISON YOUTH & FAMILY SERVICES

## POLICY & PROCEDURES HANDBOOK

March 2013

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# I. AGENCY OVERVIEW

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## **CHARGE**

Madison Youth and Family Services is an independent public agency that serves the youth of Madison and their families. It was established in 1983 by the Town of Madison and charged with the development and delivery of a range of services to foster the healthy development of the children of Madison and their families through progressive programs that offer prevention, community coordination, and treatment services.

## **MISSION**

The agency exists to foster the healthy development of the children of Madison and their families through progressive programs that offer prevention, community, coordination and treatment services.

## **BUDGET**

Madison Youth and Family Services maintains an annual budget of approximately \$600,000. 85% of this funding is provided through municipal funds. The remaining 15% is derived from grants and fees for service.

## **OVERVIEW**

### **COUNSELING AND CASEWORK SERVICES**

#### **GENERAL COUNSELING SERVICES**

Individual and family counseling are provided for children, youth, and their families, who are concerned about:

- behavioral problems
- family issues
- compulsive behaviors
- emotional issues
- school performance

#### **SUBSTANCE ABUSE INTERVENTION SERVICES**

**Student Assistance Counselors** are provided at Daniel Hand High School, Walter C. Polson Middle School, and Dr. Robert. H. Brown School. The counselors are available for information and referral, counseling and crisis intervention. Services are available on a drop-in basis at the schools or by appointment, after school hours, at Madison Youth & Family Services. Various student assistance groups are also offered at the schools. Assistance and supportive counseling are available for friends and family members of students using alcohol and other drugs.

#### **SUPPORT GROUPS**

Groups for adolescents or their parents are developed to meet the needs of the community.

## **INFORMATION AND REFERRAL**

A complete listing of area personnel and services that deal with youth and their concerns is maintained.

Cases or situations requiring more intensive services are referred to other professional therapists or agencies, with family finances taken into consideration.

### ***PREVENTION PROGRAMS***

***Peer Advocates*** – is a two part program that trains willing and qualified high school applicants to listen to and to be resources for their peers. The training component consists of 13 two hour sessions during which participants work on self-awareness, acceptance of differences, decision-making and communications skills, and the appropriate use of resources to support and help themselves and their peers. Four training groups are scheduled each year: two begin in the fall and two begin in the winter. Trained Peer Advocates, known as Alumni, participate in further education, outreach, and service programs and projects. For further information, call Taffy Bowes.

***“Reach Out”*** – is a welcome/orientation/support program run by the Peer Advocates for students new to Daniel Hand High School, entering from other towns or school systems. Monthly meetings take place at Daniel Hand High School August through January. For information about dates and times, please call Taffy Bowes.

***The AIDS Awareness Project*** – is open to all DHHS students interested in raising consciousness and awareness about HIV/AIDS. The group commemorates World AIDS Day each year. Organizational meetings are held at Daniel Hand High School. For further information, contact Taffy Bowes.

***Peer Helpers*** – this program is for students at Polson & R. H. Brown Middle School who are considered trustworthy and helpful to their peers. These students are trained in communication and problem solving skills. The training consists of a weekend retreat and seven 2-hour sessions on Wednesday evenings. Upon completion of the weekend Peer Helpers serve others through the following: peer supported tutorial services, easing the transition for new students, discussion groups with faculty to improve student/teacher communication and respect, assisting the guidance counselors in orientation programs for 5th graders coming to Polson School, and community service trips to nursing homes, daycare centers and other community agencies. Three trainings are conducted throughout the academic year.

***Community Outreach*** - Throughout the year Peer Helpers and Community Service Graduates become involved in various community activities. These include walk-a-thons, helping individual members in the community, fund raising, etc.

***A Friend in Need*** - Peer Helpers might be asked individually, or as a group, to help a particular student who is having social problems such as being picked on or ostracized. The request for a Peer Helper would come from the guidance office and must be kept confidential.

***Safe Rides*** – is a community-wide, confidential, student-to-student transportation service, which operates most Friday and Saturday nights between 10:00 p.m. and 12:00 a.m. to provide a safe alternative to driving with or as an inebriated driver. Volunteer shifts of 3 – 5 high school students provide passengers

confidential and safe ride home within the Madison town limits. A student core group manages much of the nuts and bolts organization of the program. Volunteers do not need to be able to drive. Adult volunteers supervise the shifts. Anyone interested in volunteering please call Melissa Balletto.

***Mentoring Matters*** – The program matches 6th and 7th graders with highly-motivated, well qualified high school students to provide guidance and positive role modeling. Within the bounds of this positive peer relationship and through mutuality of experience, all young people are given further opportunity to thrive and expand their horizons. This program meets once a week for two hours after school. A Madison Youth & Family Services staff member supervised all meetings. For further information call Melissa Balletto.

***Violence Prevention Programs*** – “Who’s Got The Power?” is a 4 session program that examines the dynamics of bullies, victims and bystanders and empowers bystanders (the majority) to act to reduce bullying and its consequences. The program is presented to all 5th grade students. For additional information on “Who’s Got The Power” contact Marcia Beatty.

***The Violence Prevention Program*** is a 5 session course focused on the causes and prevention of emotional, verbal, physical and gender-related violence. The program is presented in the 11th grade health classes by Taffy Bowes.

***Substance Abuse Prevention*** - Eighth Grade “Choices” Program - a 1-session 8th grade program focuses on refusal skills and utilizes high-school-aged Peer Advocates to help the younger students consider negative consequences associated with substance use. Role-plays and open discussions are utilized to enhance understanding between the middle school students and substance-free Peer Advocates. For information on the 8th grade program contact our Student Assistance Counselor – Erin Corbett.

#### **PARENTING PROGRAMS**

***Parent Support Counseling*** – through the School Community Outreach Program Exchange (SCOPE) Madison Youth & Family Services offers a variety of services to parents of children in pre-kindergarten through fifth grade. Services include: consultation on child development and positive discipline, education and support groups for parents, family advocacy, family assessment, referral for appropriate services, and crisis intervention. Contact Marj Adler for further information.

***Parenting Education*** - Madison Youth & Family Services offers a continuing series of parenting courses and workshops to help parents gain insight and develop skills that foster healthy relationships between parents and their children.

***“Tweens –to-Teens– The Turbulent Years”***. Think being a pre-adolescent/adolescent is difficult; try being a parent! Parenting a child between the ages of 10 and 14 can be a very stressful and challenging time. The program offers an opportunity for parents to openly discuss issues such as curfews, limit setting, allowance, appropriate discipline, age appropriate behavior, developmental issues, and so much more. Groups currently forming. Please call Marj Adler, facilitator for more information @ 203-245-5676.

***Parents of Teens Discussion Group*** – Being a parent of an adolescent often brings on unexpected challenges for parents. As our children grow, our role as parent gets redefined. The discussion group is held

on the 2nd and 4th Thursday of every month beginning in October. For further information contact Marj Adler @ 203-245-5676.

## STATE STATUTE SEC 10-19M YOUTH SERVICE BUREAUS

Statutes and Session Law

TITLE 10 EDUCATION AND CULTURE

Chapter 164 EDUCATIONAL OPPORTUNITITS

Sec. 10-19m (Formerly Sec. 17a-39) Youth service bureaus. Annual report. Regulations.

Sec. 10-19m. (Formerly Sec 17a-39) Youth service bureaus. Annual report. Regulations

- a) For the purposes of this section, “youth” means a person from birth to eighteen years of age. Any one or more municipalitie4s or any one or more private youth-serving organizations, designated to act as agents of one or more municipalities, may establish a multipurpose youth service bureau for the purposes of evaluation planning, coordination and implementation of services, including prevention and intervention programs for delinquent, predelinquent, pregnant, parenting and trouble youths referred to such bureau by schools, police, juvenile courts, adult courts, local youth-serving agencies, parents and self-referrals. A youth service bureau shall be the coordinating unit of community-based services to provide comprehensive delivery of prevention intervention, treatment, and follow-up services.
- b) A youth service bureau established pursuant to subsection (a) of this section may provide, but shall not be limited to the delivery of, the following services: (1) Individual and group counseling; (2) Parent training and family therapy; (3) work placement and employment counseling, (4) alternative and special educational opportunities; (5) recreational and youth enrichment programs; (6) outreach programs to insure participation and planning by the entire community for the development of regional and community-based youth services; (7) preventive programs, including youth pregnancy, youth suicide, violence, alcohol and drug prevention; and (8) programs that develop positive youth involvement. Such services shall be designed to meet the needs of youths by the diversion of troubled youths from the justice system as well as by the provision of opportunities for all youths to function as responsible members of their communities.
- c) The Commissioner of Education shall adopt regulations, in accordance with the provisions of chapter 54, establishing minimum standards for such youth service bureaus and the criteria for qualifying for state cost-sharing grants, including, but not limited to, allowable sources of funds covering the local share of the costs of operating such bureaus, acceptable in-kind contributions and application procedures. Said commissioner shall, on December 1, 1979, and annually thereafter, report to the General Assembly on the referral or diversion of children under the age of sixteen years from the juvenile justice system and on the referral or diversion of children between the ages of sixteen and eighteen years from the court system. Such report shall include, but not be limited to, the number of times any child is so diverted, the number of children diverted, the type of service provided to any such child, by whom such child was diverted, the ages of the children diverted and such other information and statistics as the General Assembly may request from time to time. Any such report shall contain no identifying information about any particular child.

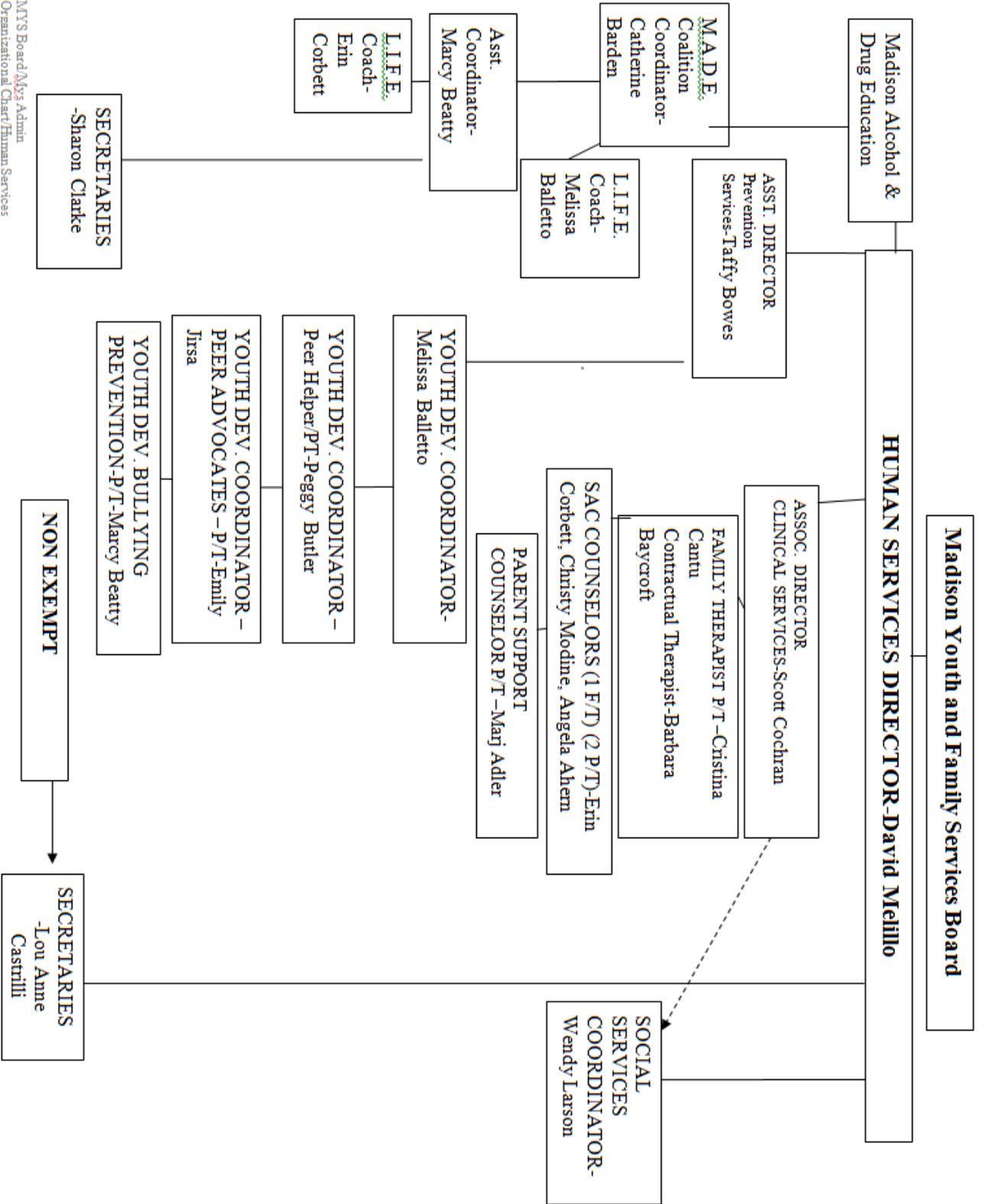
(P.A. 76-127, S. 1-3, 5; P.A. 78-183, S.1, 4; P.A. 89-191, S. 3; P.A. 91-146, S.1, 2; P.A. 93-91, S. 1,2; 93-432, S. 1, 6; P.A. 95-339, S.1, 8; P.A. 06-196, S. 62)

History: P.A. 78-183 replaced youth service system with youth service bureau and expanded Subsec. (c ), clarifying scope of regulations and adding provisions re annual report; P.A. 89-191 added Subdivs. (7) and (8) in Subsec. (b) to include preventive programs, including youth suicide, alcohol and drug prevention and programs that develop positive youth involvement; Sec. 17-443 transferred to Sec. 17a-39 in 1991; P.A. 91-146 amended Subsec. (a) to provide that youth service bureaus may coordinate delivery of prevention, intervention, treatment and follow-up services for all youth and made technical change in Subsec. (b); P.A. 93-91 substituted commissioner and department of children and families for commissioner and department of children and youth services, effective July 1, 1993; P.A. 93-432 added pregnant and parenting youth to the list of individuals who may be referred to a youth service bureau, allowed the adult courts to refer individuals to the youth service bureau, and provided that a youth service bureau shall be the coordinating unit of community-based services, effective July 1, 1993; P.A. 95-339 amended Subsec. (c ) to transfer responsibility for the program from the Commissioner of Children and Families to the Commissioner of Education, effective July 1, 1995; Sec. 17a-39 transferred to Sec. 10-19m in 1997; P.A. 06-196 made technical changes in Subsecs. (a) and (b), effective June 7, 2006.

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**ORGANIZATIONAL CHART**



MY's Board/My's Admin  
 Organizational Chart/Human Services  
 Flowchart final draft revised 5-11-12

## II. BOARD OF DIRECTORS

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### PREAMBLE

The Madison Youth and Family Services Bureau is a non-coercive, independent public agency established to foster the healthy development of the children of Madison and their families through progressive programs that offer prevention, community coordination, social services and treatment services.

The Madison Youth and Family Services Board shall have the powers and duties proscribed on Connecticut General Statutes, Sec. 10-19m as from time to time amended and by resolution of the Board of Selectman of the Town of Madison.

### BY-LAWS

#### MADISON YOUTH AND FAMILY SERVICES BOARD

##### I. MEMBERSHIP

- A. There shall be two classes of membership: electors and liaisons. Electors shall live in the Town of Madison, have voting privileges, and in all cases, be appointed by the Board of Selectman. Liaisons may or may not live in the town of Madison, will not have voting privileges, and in all cases, will be appointed by the Madison Youth and Family Services Board.
- B. A member can serve as an elector and a liaison simultaneously.
- C. Membership shall be capped at 12 people.
- D. The Madison Youth and Family Services Board shall consist of no less than 8 and no more than 10 electors.
- E. The Madison Youth and Family Services Board shall consist of up to 4 liaisons.
- F. All Board members shall serve without compensation.

##### II. OFFICERS OF THE BOARD

- A. The board shall elect from its members, at its annual meeting, or not later than the first meeting after the annual meeting, a chairperson, a vice-chairperson, a treasurer, and secretary who shall serve for a term of one year or until their successors are duly elected and qualified for a period not to exceed 2 terms. If an office becomes vacant during the year, the Board may elect a successor for the unexpired term.

##### III. DUTIES OF OFFICERS

- A. Chairperson: It shall be the duty of the Chairperson to preside at all meetings of the Board of Directors. Subject to the control and direction of the Board, the chairperson shall have general direction of the affairs of the Board.
- B. Vice-Chairperson:

1. When the office of the Chairperson is vacant, or in the absence or disability of the Chairperson, the Vice-Chairperson shall perform the duties of the Chairperson.
  2. When the Chairperson and the Vice-Chairperson are unable to act, a Chairperson pro-tem may be elected by the Board of Directors.
- C. Treasurer: The Treasurer shall exercise supervision of all funds and accounts of the Board. He or she shall keep an account of all such funds and make a financial report at each annual meeting, and to the Board whenever requested by them to do so. The Treasurer shall also perform such other acts and duties as are usually performed by the Treasurer.
- D. Secretary: The Secretary shall keep all minutes of the Executive Committee and perform such duties as are usually incident to the office, or as the Executive Committee shall from time to time prescribe.
- E. EXECUTIVE COMMITTEE: Collectively the four officers shall comprise the Executive Committee. The Executive Committee shall have the duties and authority to:
1. Set the agenda for all Board meetings,
  2. Make decisions on behalf of the Board when the Executive Committee deems that a decision is required before a legally called meeting can be held.

#### IV. MEETINGS

- A. Annual Meetings: There shall be an annual meeting of the Madison Youth and Family Services Board during the month of December, unless otherwise ordered by the Executive Committee. Officers shall be elected at the annual meeting as needed and shall begin their term as of January 1 of the following year.
- B. Regular Meetings: The Association shall hold meetings on a monthly basis or less frequently, as determined by the Executive Board. Meetings shall be held for the purpose of receiving reports and transacting other business.
- C. Quorum: A majority of the Board membership present at a meeting shall constitute a quorum, provided at least six members are present. If fewer than six members are present, the presiding officer shall adjourn from time to time until a quorum is present.

#### V. AD-HOC COMMITTEES

The Board may, from time to time, authorize or instruct the Chairperson to appoint any ad-hoc committees as, in the Board's opinion, may be needed. The number of members, the duties and responsibilities of such ad-hoc committees shall be determined by the Board. Upon completion of their assignments, any such committees shall be automatically discharged unless continued by action of the Board.

Chairpersons and members of all ad-hoc committees shall be appointed by the Chairperson of the Board.

#### VI. AMENDMENTS

These By-Laws may be amended by two-thirds vote of those members of the Board present at any legal meeting of the Board called for this purpose, providing a copy of the proposed amendment has been included in the call for the meeting and provided to the members at least five days prior to such meeting.

VII. VII. RULES OF ORDER

The rules contained in Roberts Rules of Order Revised shall govern in all cases to which they are applicable, and not inconsistent with the By-Laws or regulations of the Town of Madison or the State of Connecticut.

## ANNUAL REPORT

FY 2011 - 2012

Annual Report

Youth & Family Services Board

*Robyn Klaskin, Chairman*

The mission of Madison Youth & Family Services (MY&FS) is to foster the healthy development of the children and families of Madison through progressive programs that offer prevention, community coordination, treatment and social services. The MY&FS Board also oversaw the agencies continued efforts toward reaching our mission through the following programs:

### Prevention Programs

Peer Advocates: 94 high school aged youth served over 1270 of their peers and other residents through drug education, orientation/friendship, and other services. Through 4 training cycles an additional 56 Peer Advocates were trained this year.

Peer Helpers: 71 middle school aged youth helped over 630 of their peers through community volunteer programs, orientation /friendship programs and other services. Through two training cycles an additional 46 Peer Helpers were trained.

Mentoring Programs: 17 middle school students were matched with 17 high school students and participated in the weekly supervised program that is designed to promote confidence, increase self-esteem and develop social skills. In addition, one adult mentored one child in our school-based mentoring programs.

Violence Prevention Curriculum: a program geared to increase conflict resolution skills was presented to 317 eleventh grade students at Daniel Hand High School (DHHS).

"Perspectives": Perspectives is a cross-age, student-to-student program developed by an interracial, interfaith group of high school teens to address the ways in which hateful language is used to hurt people. 54 DHHS prepared and presented the "Perspectives" program to approximately 630 underclassmen.

"Who's Got The Power" Anti-Bullying Curriculum: a four session program geared toward empowering bystanders to reduce peer victimization was presented to all fifth grade classes (262 students) at Brown Middle School.

Student Assistance Groups: Seven different groups on varied topics were conducted at Daniel Hand High School and Robert H Brown Middle School. A total of 148 youth were served.

Other Positive Youth Development Programs: Five different programs covering various issues were conducted at Daniel Hand High School, Polson and Robert H. Brown Middle Schools. A total of 535 students were served.

Parenting Services: Madison Youth & Family Services continued to run education and support groups for parents. Three groups, “Tweens to Teens”, “Parents of Teens” and “Teens and Beyond” plus workshops on Childhood Stress and Divorce and the Family serviced a total of 65 parents.

Safe Rides: 78 students were given safe rides home through this youth-to-youth volunteer program.

### **Community Coordination Services**

M.A.D.E. in Madison just wrapped up their 4<sup>th</sup> year of federal funding, and have had an extremely productive year. One of the biggest highlights was partnering with the schools to conduct a third school survey for students in grades 7-12. The survey results were then compared to the 2009 results to show that some real progress has been made here in Madison. We are happy to report that underage drinking and substance abuse has gone down across the board. We attribute much of this success to strong partnerships in town and dedicated volunteers.

Through these partnerships, M.A.D.E. was able to produce materials educating community members about the dangers of underage drinking through billboards, blogs on Patch, ads and stickers in the Source, and more. M.A.D.E. also worked with a consulting group, CO:Lab, to develop a new messaging platform and branding to create a clean concise look. M.A.D.E. partnered with the Madison Police Department to conduct a compliance check operation in local retail stores, a drug take back event, and installed a 24-hour drop box for unused prescription drugs in the lobby of the police department. Finally M.A.D.E. worked to provide several in town presentations on current and emerging drug trends, a panel discussion on the social host law, a parenting presentation, a school assembly for Juniors and Seniors, a book discussion, and other events to serve as a resource for parents and other concerned adults in the community. M.A.D.E. looks forward to continuing their efforts going into their 5<sup>th</sup> year of federal funding.

Other Coordination Efforts: Youth & Family Services also continued work to support the Youth Center (Friends of Madison Youth) and Shoreline Domestic Violence Task Force.

### **Treatment Services**

Counseling: A total of 128 separate clients received on-going therapy. An additional 315 individual contacts were made of an informational or one or two-time counseling nature.

### **Social Services**

Madison Youth & Family Services coordinates state and local efforts to help those in need. Social Services provided assistance to 675 individuals.

Adult Mental Health Assistance: Eleven individuals were provided 44 therapy sessions to Adults with low income and/or insurance coverage.

## STRATEGIC PLAN

On June 7, 2011, the staff met to begin planning for the future of Madison Youth and Family Services. Michael Morris, PhD, professor of Community Psychology and head of the Community Psychology program at the University of New Haven was brought in to facilitate the session.

Prior to the June 7 session all staff members were asked to consider their answer to the following three questions:

1. From your role at MY&FS, where would you like to see the agency in 5-10 years? (with money as no object)
2. What are the obstacles you see that would inhibit our reaching that goal?
3. What strategies could help overcome those obstacles.

### I. Goals/Vision

While the full list of improvements staff would like to see is long (attached), two items were most often repeated:

1. Increased integration of our programs
2. Sustain the efforts of M.A.D.E. beyond the grant period (DFC grant end 9/13, \$125,000; PFS end 6/14, \$75,000).

Our department includes clinical services, micro prevention services (positive youth development, classroom-based services), macro prevention service (M.A.D.E.), Social Services and a youth center. There exists a good deal of collaboration across these sectors but we believe this can be enhanced. Further, M.A.D.E. will likely come to rest with MY&FS if it will survive post-grant funding. Yet presently, despite a lot of cross pollinating, there are separate budget and governing bodies for the two entities.

It was strongly felt that the full impact of all of our services could be better maximized.

### II. Obstacles

The full list of obstacles that were raised is attached. The biggest obstacles were seen as:

1. Lack of time - Staff felt stretched in many directions and that they worked many extra hours to handle their present load and doing more felt exhausting.
2. Lack of money.
3. Economic climate and related resentment of public employees.
4. Not utilizing our supporters enough.

### III. Strategies

1. Reorganizing staff meetings to focus on cross-collaboration between our sectors.
2. Develop a regular Prevention meeting to include M.A.D.E. staff and all other prevention workers.
3. Develop a series of human interest newspaper articles (staff) followed by letters to the Editor (Board, parents)
4. Work with Board to educate specific populations with specific messages.
5. Free some staff time by critical review of existing duties/program to see what could be dropped.

## BOARD LIABILITY

Please refer to each Coverage Section as they may contain exceptions or additions to these General Terms and Conditions.

### A. WHO IS INSURED

1. The individual Coverage Sections may contain specific provisions regarding WHO IS AN INSURED. It is important to refer to each Coverage Section in addition to the following provisions.
2. You are an insured as shown as named insured in the Declarations.
3. Each of the following is also an insured to the extent indicated:
  - a. Your elected or appointed directors, officers, officials, and members of any boards or commissions, but only with respect to their duties as your directors, officers, officials, or board or commission members.
  - b. Employees of any school district named in the Declarations who hold the position of Superintendent or Assistant Superintendent, Administrator or Assistant Administrator, Principal or Assistant Principal or any equivalent administrative position, but only for acts within the scope of their employment by you.
  - c. Your employees, other than those included in a and b above, but only for acts within the scope of their employment by you, or in the case of a *“leased worker,”* while performing duties related to the conduct of your business. However, none of these employees are covered for:
    1. *“Bodily injury”* or *“personal injury”* to you; or
    2. *“Property damage”* to property owned or occupied by or rented or loaned to that employee, or any of your other employees except *“autos”*.
  - d. Any volunteer other than included in 1, 2, or 3 a, b, or c above, but only for acts within the scope of the duties assigned by you. However, none of these volunteers are insured for:
    1. *“bodily injury”* or *“personal injury”* to you; or
    2. *“property damage”* to property owned or occupied by or rented or loaned to that volunteer except *“autos”*.
  - e. Any student teacher other than included in 1, 2, 3 a, b or c above, but only for acts within the scope of the duties assigned by you. However, none of these student teachers are insured for:
    1. *bodily injury”* or *“personal injury”* to you; or
    2. *“property damage”* to property owned or occupied by or rented or loaned to that student teachers except *“autos”*.

## **BOARD RELATED POLICIES**

### ***REMOVAL FOR CAUSE OF APPOINTED MEMBERS OF BOARDS AND COMMISSIONS AND COMMITTEES***

- (a) Pursuant to Section 3.1.6.A of the Charter of the Town of Madison, any member or alternate member of any appointed Board, Commission or Committee may be removed for cause by the Board of Selectman. For such removal to be effective, such appointee shall have been served, either in hand or by certified mail, return receipt requested, with a written notice of intention to remove from office prepared by the Board of Selectmen containing a clear statement of the grounds for such removal and of the time and place, not less than fifteen (15) days after service of such notice at which such appointee shall be given the opportunity to appear, with or without counsel, to be heard thereon before the Board of Selectmen. After such hearing, the action of the Board of Selectmen shall be final.
- (b) Reason for removal shall include, but not be limited to, failure to attend at least 75% of the meetings scheduled by such board, commission or committee during each calendar year as required by Section 7.1 of the Charter of the Town of Madison, failure to comply with the duties and abide by the obligations imposed on such appointees by local, state or federal law or regulations, including the code of Ethics of the Town of Madison, and engaging in public activities or taking public actions which tend to weaken public confidence in the integrity and impartiality of the Board, Commission or Committee of which the appointee is a member or alternate member.

Said ordinances will become effective on September 16, 1993 pursuant to Article II Section 2.2lb of the Town Charter.

### ***DISCLOSURE***

Any official or employee who feels he has a pecuniary or personal beneficial interest in any matter coming before any board, commission, or agency of the Town on which he/she has the power of franchise shall make the same known to such body and such interest shall be disclosed in the body's records.

### ***CONFLICT OF INTEREST***

Madison Youth and Family Services Board members shall not derive any direct or indirect personal profit from their relationship with the agency.

Members of Madison Youth and Family Services Board of Directors are not eligible for employment within the agency.

**III. ADMINISTRATION / OPERATING PROCEDURES**

**BOARD OF SELECTMEN BYLAWS, GOVERNANCES & OPERATIONS**

**Town of Madison Policies  
Board of Selectmen**

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Section 1000 contains policies and procedures defining operations of the Town offices.

**Section 2000  
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**Board of Selectmen Bylaws, Governances and Operations**

Section 2000 contains policies and procedures for the Board of Selectmen.

**Section 3000  
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**Business**

Section 3000 contains policies and procedures for the management of Town funds.

**Section 4000  
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**Personnel**

Section 4000 contains policies and procedures related to Town employees.

**Section 5000  
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**Public Works and Facilities**

Section 5000 contains policies and procedures for Town facilities and Town property.

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**Retired Policies**

Listing of Retired Policies

## **Town of Madison Policies**

### **Section 1000**

#### **Administration**

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**Accident Management on Town Property**

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The Board of Selectmen supports the safe management of Town property for the benefit of our citizens and town employees. It is committed to establishing management guidelines that support well maintained properties and facilities, adherence to safety standards; and the annual review of risk management recommendations.

The First Selectmen and/or his designee shall develop and implement procedures for the reporting of accidents that occur on town property or with town-owned vehicles. These procedures should be distributed to staff on an annual basis and to new staff as appropriate.

It is the basic responsibility of all employees and citizens who use Town facilities to engage in activities in a safe manner. The Town Safety Committee is responsible for the review of safety concerns and issues and shall make recommendations to the Board of Selectman for endorsement and implementation.

Adopted 4/5/93

Updated and Adopted By Board of Selectmen February 28, 2011

**Activity and Informational Temporary Signs**

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The Town of Madison permits the use of temporary signs for civic, charitable, religious, educational, patriotic, political or similar non-profit organizations. The temporary signs must be erected according to the Zoning Regulations of the Town of Madison and must be registered with the Land Use Office. Such signs may not be displayed for more than fourteen (14) days. Unauthorized signs may be removed at the discretion of the Planning & Zoning Administrator. These signs may be stored at the Town Garage. Individuals requesting the return of their signs may contact the Land Use Department.

The land in front of the Academy Street School, adjacent to the Green, may be used for the display of temporary signs. Signs may not be displayed for more than fourteen (14) days. The Town shall limit the number of signs on this area to four (4) signs at any given time period.

Temporary signs at this location are subject to the same requirements as all other temporary signs.

Adopted: 11/9/98

Updated and Adopted By Board of Selectmen February 28, 2011

The Board of Selectmen supports the need to effectively and efficiently manage town resources on behalf of the citizens of the Town of Madison. All purchases or goods and/ services must follow the procurement procedure approved by the Board of Selectmen and that the said procedures comply with state and federal regulations and the town charter. Furthermore, the Board of Selectmen supports the use of locally owned businesses when possible while recognizing that the final decision should consider the overall cost to the taxpayer. In the event the low bidder is not recommended, an explanation to the Board of Selectmen must be provided.

The procedures for procurement may be suspended if the Board of Selectmen declares a state of emergency as authorized by the Town Charter. The First Selectman, or Acting First Selectman, may waive all or part of these procedures in the event emergency repairs are required to a municipal facility or equipment.

See Board of Finance Accounting Manual

See Petty Cash Policy

Reference Purchasing Procedure

Adopted 11/21/88

Revised 2/21/89

Updated and Adopted By Board of Selectmen February 28, 2011

NOTE: BIDDING PROCEDURE

Revised 5/27/97

Approved BOS 5/27/97

**Procurement of Town Goods and Services**

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This procedure shall apply to all purchases for products or services initiated and approved by any portion of town government with the exception of the Board of Education.

Formal Bid Procedure

Purchases or contracts expected to exceed \$25,000 require formal bid procedures. The procedure requires an invitation to bid as a legal notice to be published in a newspaper of general circulation within the town. A sample legal notice is shown in attachment A. If the purchase is expected to draw wide interest other news media may be used. The invitation to bid may be sent, under the First Selectman's signature, to known firms that may be interested in performing the work, or supplying the equipment or materials. A sample invitation to bid is included in Attachment B. A copy of the invitation to bid shall be furnished to the Selectmen's office. Both the legal notice and invitation to bid along with the bid specifications should be available on the Town website. Bid specifications should require a minimum of two copies of bids submitted to allow for a designated copy for public review. All bid documents shall contain language allowing the Town to reject any and all bids and not be required to accept the low bidder. All bids shall be submitted to the Office of the Selectmen.

Bid opening dates shall be established to insure reasonable time for vendors to investigate the proposed work and provide a reasonable response. This period of time should be no less than 10 working days. A pre-bid conference may be held if the nature of the specifications requires explanation. If a conference is held it should be noted in the legal notice and included in the invitation to bid.

Bids shall be opened in public at the time announced in the invitation to bid. At least two town employees or officials shall be present for the bid opening. No bids may be accepted after the time and date identified in the invitation to bid. Results will be read aloud and tabulated. A copy of the bids shall be available for public review.

A minimum of three bids is required unless circumstances exist that are documented by the Department Head. If it is determined that it is unlikely that a re-bid will produce any additional bidders, The Department Head may request the Board of Selectman to award the contract based on less than three bids.

#### Bid Award

Upon the recommendation of a Department Head, the First Selectman may award a contract for purchase of equipment, material or construction for any bid for less than \$50,000. Such approval will be noticed at the next Board of Selectmen meeting. Any bid exceeding \$50,000 shall be awarded at a regular or special meeting of the Board of Selectmen.

#### Professional Technical Services

Services of a professional nature may be procured through a quality based selection process in lieu of sealed bids for town projects. The selection process will be determined by the First Selectman in conjunction with the affected Department Head(s) or as may be required by a State or Federal grant program. Contracts less than \$10,000 may be awarded by the First Selectman. Professional Service contracts in excess of \$10,000 shall be awarded by the Board of Selectmen as required by the Town Charter.

#### Automotive Fleet Equipment

All non public safety fleet vehicles and equipment in excess of \$10,000 shall be specified and procured through the Fleet Manager. The Facilities Department may create specifications for grounds maintenance equipment such as mowers, tractors and similar equipment. The Chief of Police or his designee shall be responsible for the specification and procurement of police related vehicles. The Fire company Chief or his

designee shall be responsible for the specification and procurement of fire related vehicles. The Chairman of the Ambulance Association or his designee shall be responsible for the specification and procurement of vehicles related to ambulance operations. In all cases, the responsible party must follow the approved procedure for the procurement of Town goods. All replacement vehicle specifications or invitation to bid should include the trade in of the current vehicle. In the event the affected department feels it will be in the best interest of the town to not do a trade in and retain the vehicle or otherwise sell, that request shall be approved by the First Selectman at the time of approval of the bid.

#### Expenditures of less than \$10,000

Any purchase greater than \$5,000 but less than \$25,000 requires the Department Head to obtain at least three quotes for the product or the service unless provided for in exception noted below or is covered by the provisions for emergency purchase of goods or services. Quotes may be received in person, electronically or by mail. Department Heads shall be responsible for documenting the method of securing the quotes and records of the quotes. Records shall be kept for at least one year. If market conditions do not yield three responsive vendors Department Heads need to obtain approval to proceed from the First Selectman. All purchases in excess of \$10,000 shall be specifically approved by the First Selectman

Purchases less than \$5,000 shall be administered through the normal purchase order system. Department Heads are responsible for insuring that all purchases are made in the best interest of the Town.

#### Repair Services for Mechanical Equipment, Parts and Motor Vehicles

Purchasing repair service and parts for mechanical/electrical equipment and motor vehicles often requires a modified method of purchasing. The proper operation of mechanical or electrical equipment and certain motor vehicles is often essential to the operation of a facility or the mission of the town. Much of this equipment, while not proprietary requires service by firms with knowledge of our facilities and the

equipment. In addition to the urgency of required repairs the ability to seek competitive pricing on a regular basis is compromised. Department Heads responsible for the maintenance of this equipment are authorized to enter into purchase orders with the following conditions:

Long term maintenance agreements compensated by time and materials shall be solicited on a three year cycle. These agreements shall not require the Town to use the company for all work but will allow for the timely repair and maintenance of specific equipment.

Motor vehicle repairs performed by outside vendors shall use the quote process above unless the equipment is essential to the department's operation.

Many parts are available from only one local source. Departments may purchase from any available source. Cost shall be a consideration but departments must consider availability and delivery cost when making these purchases.

#### Emergency Purchases

Consideration for emergency situations that require immediate action either to prevent further damage to a town facility or asset or a discontinuation of a required service shall be considered. The Department Head should seek approval to proceed outside of the procurement procedure from the First Selectman.

#### State Bid List:

If it is determined that the required goods or services are available through the State of Connecticut Bid List, the bid requirement may be waived if the Department Head determines the purchase to be in the best interest of the Town. Caution should be used in using the State bid for equipment purchases since in many cases the town will receive a lower bid directly.

### Bid Document Requirements

The amount of detail in the bid documents will vary depending on the complexity of the project or purchase. As a minimum any contract requiring action by a contractor on town property shall include:

- The town's current required insurance clause.
- The date the bids are due.
- A technical description or specification of the work.
- Required completion date.
- Bonding requirements, if any<sup>1</sup>
- Prevailing wage requirements if applicable<sup>2</sup>
- Bid price description i.e. complete job, unit price project or work measured by some other method (by the hour for labor and equipment plus materials)
- All bids shall be submitted with an original and two copies.

Equipment purchase specifications shall be carefully worded to insure they are not written in such a way that only one bidder may comply. The use of a specification using proprietary phrases should not be used unless actually essential to the proposed equipment. The phrase "or approved equal" may be used to create an open bid process. Selection based on other than price may be acceptable if for operational reasons a particular manufacturer is desirable due to parts inventory, ease of maintenance or other valid reasons. Equipment bids do not normally require bonds, prevailing wage or insurance clauses.

Updated and Approved By Board of Selectmen February 28, 2011

See Town Charter

<sup>1</sup> Connecticut State Statutes prescribe bonding requirements for municipalities. Project manager should refer to current law before proceeding.

<sup>2</sup> Connecticut State Statutes prescribe prevailing wage requirements for municipalities. Project manager should refer to current law before proceeding.

Typical bid specifications are shown in attachment C, D and E.

The Board of Selectmen is responsible for the management of town assets both real property and personal property in accordance with the Town Charter.

A Fixed Asset Inventory is maintained as directed by the First Selectman. It must be updated annually at the end of the Fiscal Year for audit purposes. All Fixed Assets with a minimum value of \$250 shall be inventoried by a tag system that is administered in the First Selectman's Office.

Acquisition of real or personal property by the Board of Selectmen on behalf of the Town must be in accordance with Town Charter. Acquisition of personal or real property must follow Procurement Procedures approved by the Board of Selectmen.

Disposal of real property with a current market value in excess of \$5000 must have the approval of the Board of Selectmen, Board of Finance and Town meeting. The Board of Selectmen may dispose of any obsolete, damaged, or unused item of personal property with a fair market value at the time of disposition of less than \$20,000. The Board of Selectmen may delegate this authority to Department Heads for items not carried on the Fixed Asset Inventory.

Reference Town Charter

Updated and Adopted By Board of Selectmen February 28, 2011

Note: Policy on Fixed Asset Inventory – merged  
Adopted 7/1/88  
Revised 2/21/89

**Electronic Systems and Tools**

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The Town of Madison provides computers, computer systems, software, electronic access privileges and networks to employees and contractors, for the purpose of performing job functions, including communication, information exchange, scheduling and research. Responsible use of these systems and networks are expected of all users.

The computers, computer systems, software, electronic access privileges and networks are the property of the Town of Madison and are to be used only for activities directly related to performance of job-related duties. The equipment, infrastructure and software are not to be used for personal business, personal gain, conducting illegal or inappropriate actions and for other non-business-related activities. Use of systems for games, entertainment software and internet relay chat channels is prohibited. All users shall act in a responsible, ethical and legal manner at all times; shall be considerate of other electronic system users and their privacy; and shall use polite and appropriate language while accessing and using these electronic systems and tools.

Files, e-mail, documents and other electronically stored material of the users of the Town of Madison's electronic systems are not private and may be subject to disclosure pursuant to the Freedom of Information Act (FOI) and to the retention requirements of the State of Connecticut. The Town reserves the right to access and monitor all messages and files on the computer system.

The computers, computer systems, software, electronic access privileges and networks provided by the Town shall not be modified or altered by an individual user without the authorization of the First Selectman or his/her designee. To prevent computer viruses from being transmitted to the system, no user shall download software from e-mail or internet. Attachments shall not be opened from unknown senders or for unknown subject matters.

The Town of Madison reserves the right to bypass any or all individual or group passwords to determine the activity on any or all the computers, computer systems, software, electronic access privileges and networks.

Any user of the Town of Madison's electronic systems and tools who violates any provision of this Policy shall be subject to disciplinary action up to, and including, termination of employment.

The Town reserves the right, at its sole discretion, to amend this Policy and to modify and suspend use privileges.

All users of the Town of Madison's electronic systems shall be given a copy of this Policy and shall sign the "Acknowledgement of Receipt of Policy on use of Electronic Systems and Tools of the Town of Madison" stating that they have read and abide by this Policy.

See Human Resource Manual

Updated and Adopted By Board of Selectmen February 28, 2011

**Vehicle Fleet Administration**

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The Board of Selectmen is responsible for the management of the fleet of vehicles available for use by Town officials and staff with the exception of Police, Fire and Ambulance vehicles. All town vehicles may be used for municipal activities only. An employee may be assigned a town vehicle, by the First Selectman, for unrestricted or commuting use as needed for emergency response by said employee. However, the employee is required to return said vehicle to the Town when on vacation, sick or injury leave of absence longer than three (3) workdays.

The Board of Selectmen shall designate a Fleet Administrator to manage the fleet. The Fleet Administrator will maintain a record of vehicles, designate suitable vehicles for use by various officials, determine appropriate repairs and maintenance requirements, and designate vehicles to be sold. Said Administrator will inform the First Selectman's Office of actions recommended and will be responsible for notifying the First Selectman's Office of additions and deletions to the town's insurance schedule.

The Fleet Administrator shall develop and implement a risk management program related to the use of the fleet and review on an annual basis said plan with the town's insurance company in order to ensure that proper controls and protections are in place for the safe and efficient use of the fleet.

Updated and Adopted By Board of Selectmen February 28, 2011

**Delinquent Taxpayers and Issuance of Building Permits/ Certificates of Occupancy**

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Pursuant to Connecticut State Statutes, a municipality is allowed to establish a procedure for withholding approval of a building application, where there is a tax delinquency with respect to the subject property. A building application can be either a certificate of occupancy or a building permit.

The Building Department shall not issue a building permit or certificate of occupancy related to a subject property in which there are delinquent taxes owed. The Tax Collector's Office and the Building Department shall develop procedures that call for the implementation of this policy for approval by the Board of Selectmen.

There would, however, be circumstances in which an exception may be granted. These circumstances would involve emergency situations, where damage may have occurred due to acts of nature, fire, etc. Any exception to the policy requires the approval of the First Selectman upon recommendation of both the Building Official and the Tax Collector.

Adopted BOS 11/20/95

Updated and Adopted By Board of Selectmen February 28, 2011

**Building Permits and Delinquent Tax Payers**

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**The following procedure will be used by the Tax Collector's Office and the Building Department:**

The Tax Collector will forward to the Building Official a list of property where property taxes have been delinquent for more than one year. This list will be updated monthly. When a building application is filed with the Building Department the property shall be compared to the list and the permit shall not be issued if there is a tax delinquency. The building Department shall notify the Tax Collectors Office if such application is filed. The applicant will be notified in a timely manner that the permit will not be issued until the delinquency is satisfied. The Tax Collector will notify the Building Department in writing that any delinquency has been satisfied.

There may, however, be circumstances in which an exception should be granted. These circumstances would involve emergency situations, where damage may have occurred due to acts of nature, fire, etc. Also it may in the best interests of the town that an applicant be granted a permit; examples might include their ability to eliminate the delinquency if the permit is granted. Any exception to the procedure requires the approval of the First Selectman.

Adopted: 4/5/1993; 11/20/1995

Updated and Adopted By Board of Selectmen February 28, 2011

See BOS Policy

**Town Leasing of Private Property**

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Any land leased to the Town of Madison through a legally executed lease of at least two year's duration and located within the Town of Madison may be exempt from local property taxation pursuant to Section 12-81 (58) of the General Statutes and by vote of the Board of Selectmen.

Adopted 5/23/80

Updated and Adopted By Board of Selectmen February 28, 2011

**Legal Matters and Town Attorney**

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The Board of Selectmen may appoint Town Attorneys to assist with the legal affairs of the town. The Board of Selectmen may appoint more than one attorney, as appropriate, should such specialization present to the town better representation in a particular area of the law. The First Selectman shall direct and supervise the activity of the Town Attorneys on behalf of the Board of Selectmen.

The Town Attorneys shall represent the Town in all legal matters as deemed necessary by the First Selectman on behalf of the Board of Selectmen. An annual budget associated with legal counsel shall be developed during the normal budget process and the Board of Selectmen shall review the procedures pertaining to the use of Town attorneys on a yearly basis.

Adopted: April 5, 1993

Amended: July 24, 1995

Amended: August 26, 1996

Updated and Adopted By Board of Selectmen February 28, 2011

Associated Procedure Revised:

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## **Administration**

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### **Membership in Organizations**

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The Town of Madison recognizes that there are many opportunities for participation in local, civic and professional organizations for staff and members of boards and commissions. There shall be an annual review of allocations required to support such membership in conjunction with the budget process. Department Heads or chairmen of boards or commissions shall provide documentation that supports said membership and the delivery of service related to department or commission objectives prior to the commitment of Town resources.

Adopted 7/15/85

Updated and Adopted By Board of Selectmen February 28, 2011

## **Administration**

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### **Out of State Travel**

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All employees planning to travel overnight at Town expense for work related events such as seminars, workshops, conferences conventions, must have the approval of the First Selectman prior to participation. Procedures governing absence from work must be followed and expenses must be accounted for upon return.

Adopted 10/21/85

Updated and Adopted By Board of Selectmen February 28, 2011

**Administration**

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**Use/Loss of Personal Property**

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The Town of Madison does not cover the loss of personal property belonging to an employee or citizen even if the loss occurs on Town property. Any employee who brings or leaves personal property on Town premises does so at his own risk.

Employees who travel for Town purposes using a personal vehicle are responsible for any loss or damage that may occur to their vehicle or as a result of their actions.

Adopted 3/24/77

Updated and Adopted by Board of Selectmen February 28, 2011

## **Administration**

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### **Records Management**

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The Board of Selectmen is responsible for the establishment of a records management procedure that meets both state and federal requirements. Records management includes electronic and paper records.

Updated and Adopted by Board of Selectmen February 28, 2011

**Social Events and Expenditure of Funds**

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It is the policy of the Town of Madison that social events for employees, associates, spouses and friends shall be paid by the attendees at said functions. This includes Christmas parties, retirement parties and other similar employee-related events. Town tax dollars shall not be used to pay for any associated costs of these social gatherings, unless the funds are specifically budgeted and approved within an appropriate line-item.

Any appropriate expenditure for a Town sponsored social event must be requested following the current purchase order process. Prior to any expenditure, the purchase must have a corresponding requisition and obtain the proper approvals.

The Town of Madison may have a line-item in the annual budget called “Employee Service Awards” which is utilized to pay for an annual town of Madison Employee Service Recognition event, along with service awards. These funds may also be used to purchase retirement gifts. Funds in this account are requested through the annual budget process and approved by the voters of the Town of Madison.

Adopted 4/9/98

Updated and Adopted by Board of Selectmen February 28, 2011

**Smoke Free Town Buildings**

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The Town of Madison supports a smoke free environment for both our citizens and employees. To this end, smoking is prohibited in any Town building.

Updated and Adopted by Board of Selectmen February 28, 2011

**Administration**

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**Use of Voting Technology**

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The Board of Selectmen accepts the recommendation of the Registrars of Voters that use of the voting technology be used only when necessary for Town elections and referendums.

Adopted 5/7/79

Updated and Adopted by Board of Selectmen February 28, 2011

**Town of Madison Policies**

**Section 2000**

**Board of Selectmen Bylaws, Governances and Operations**

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<b>Equal Opportunity &amp; Non-Discrimination</b>	<b>Page 29</b>
<b>Ethics and Conflict of Interest</b>	<b>Page 30 - 33</b>
<b>Policy Development &amp; Revisions</b>	<b>Page 34</b>

**Section 2000**  
**BOS Bylaws, Governances and Operations**

**Donations**

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The Board of Selectmen encourages the active participation of the citizens of the Town of Madison. Historically, the Town has benefited from many projects that were initiated by private citizens and groups. Opportunities that involve the donation of goods or services from an individual, organization or group need to be evaluated for their overall benefit and short term and long term financial impact to the Town.

The Board of Selectmen, along with all officers, boards, commissions or other agency of the Town of Madison, may approve said project or donation after considering the following:

The relative merits of project or donation and its value to the Town.

The priority of the project with respect to the expenditure of Town funds vs. other needs.

The cost of the project or donation and the resources available to the organization to complete the project.

The potential future operating cost of the project or donation.

The project's conformity with the long range plans of the Town.

Donors must recognize that not all projects will be maintained by the Town in perpetuity. Many equipment or facility donations have a useful life and the Town may opt to discontinue use of the project.

All projects are subject to this review. Donations are subject to the following:

All officers boards, commissions or other agency of the Town of Madison may accept or reject on behalf of the Town any donation or bequest of real or personal property, intangible assets or service having a market value of up to one thousand dollars (\$1000). Notice of such donation will be given to the First Selectman who will report such donation to the Board of Selectmen.

Any donation whose value is estimated in excess of one thousand dollars (\$1000) but less than two thousand dollars (\$2000) must have approval from the Board of Selectmen prior to the acceptance or rejection of said donation.

Any donation whose value is in excess of two thousand dollars (\$2000) must have approval from both the Board of Selectmen and the Board of Finance prior to the acceptance or rejection of said donation.

Any donation or bequest to the Town (cash, goods or services) must be accompanied by a letter from the donor specifying the proposed use. Any cash gift must be turned over to the Department of Fiscal Services upon receipt. Following the required approvals, the donation may be allocated for the use proposed by the donor. All accepted donations should be recorded in the minutes of the Board of Selectmen.

Amended 5/1/89

Revised: 6/14/2010

Adopted:

Note: Joint Citizen-Town Sponsored Projects policy merged

Adopted 11/21/88

Updated and Adopted by Board of Selectmen February 28, 2011

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## **BOS Bylaws, Governances and Operations**

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### **Equal Opportunity and Non-Discrimination**

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It is the policy of the Town of Madison to assure that no person will be discriminated against or be denied the benefits of any activity, program of employment process receiving public funds, in whole or in part in the areas of recruiting, advertising, hiring, upgrading, promoting, lay offs, terminations, rehiring, employment and/or rates of pay and other compensations.

It is also the policy and practice of the Town not to discriminate against any person on the grounds of race, color, age, sex, religious creed, national origin, ancestry, marital status, sexual orientation, present or past mental disorder, physical disability, including but not limited to blindness, except in the case of occupational qualification or need.

The Town of Madison is an equal opportunity employer and is committed to the implementation, and enforcement of the Affirmative Action Policy Statement and Program in conjunction with the applicable federal and state laws.

See the Town Human Resource manual for further procedures

Adopted:

Updated and Adopted by Board of Selectmen February 28, 2011

**Declaration**

For a truly democratic government to function effectively, public officials, employees and volunteers must be responsible to the citizens of Madison. This requires adherence to the highest level of ethical standards and full compliance with all Town, State and Federal laws. All public officials, employees of the Town and volunteers have a duty to the Town of Madison to be free of influence or personal considerations when conducting Town business with citizens, suppliers, contractors, employees and other Town officials. They should never use their positions for private gain, to advance personal interests, or to obtain special benefits for themselves, family members, friends, or acquaintances.

**Purpose**

To encourage the highest level of ethical standards in the civic life of the Town by evaluating reports of perceived unethical behavior on the part of a Town employee or official, or any member of a town board, committee or commission.

To strengthen the tradition of good government in the Town by codifying and communicating the requirements of ethical conduct to all concerned.

To serve as a general policy statement that describes the Town's expectations for the ethical behavior and protection of all of its public officials, employees and volunteers. Existing policies, contracts or agreements are not superseded by this policy.

**Definitions**

**Confidential Information** is any information concerning the property, business or affairs of the town not available to the general public. This relates to any means of transmission: electronic, written or oral.

**Employee** is any person receiving a salary, wages or compensation from the town for services rendered.

**Official** is any person holding elective or appointive town office including members and alternate members of town agencies, boards, and commissions, and committees appointed to oversee the construction or improvement of town facilities, or any other board, commission or agency that exercises legislative or judicial functions or financial authority.

**Volunteer** is an individual who serves without receiving compensation from the town.

**Related person** is any person directly related by blood, marriage, civil union or domestic partnership.

**Conflict of Interest** means an interest, direct or indirect, personal or financial, that is incompatible with the proper discharge of the official's or employee's responsibilities to the commission, department or agency of the town that would tend to impair independent judgment or action in the performance of official responsibilities.

### **Conduct and Conflict of Interest**

#### **Adequate Disclosure**

Any elected or appointed official, employee or volunteer of a commission, department or agency of the town, who knowingly has a conflict or potential conflict of interest, shall submit to the Ethics Commission, with a copy to the First Selectman, a written statement concerning the existence and nature of such conflict. Where the conflict or potential conflict concerns a financial interest, the statement should include a description of that interest.

For the purposes of this policy, an official or employee shall be deemed to have a potential conflict or interest in the appointment or hiring of any related persons.

Appointments to boards or commissions shall be made only after potential or perceived conflicts of interest have been examined and resolved. Every effort should be made to achieve a level of transparency that will withstand the scrutiny of the citizens of the town.

No official or employee shall participate in any way in the hearing or decision of a board or commission of which he or she is a member when any matter is under consideration in which he or she has a direct or indirect personal or financial interest, over the public interest. An exception would be contracts or transactions that by their terms and by the substance of their provisions confer the opportunity to realize similar benefits to all persons and or property similarly situated.

The preceding paragraph is not intended to restrict board or commission members from participating in discussions, decisions and votes on matters that affect all town residents, such as approving the town budget and setting the mill rate.

**Disclosure of Confidential Information**

No official or employee shall disclose or use any confidential information obtained in an official capacity for any purpose.

**Gifts and Favors**

No official or employee or immediate family member shall place himself/herself under obligation to others by soliciting or accepting any gift or other benefit having a monetary value of more than \$25.00 from any one person who to his or her knowledge has a direct or indirect interest in business dealings with the town or would raise even the appearance of a personal conflict of interest. Frequent giving of gifts or favors, no matter the individual value is to be avoided. Such repetition could be construed as an ethical violation.

**Use of Influence**

No official or employee shall solicit any favor or business, directly or indirectly, from another official or employee over whom he or she has control or influence with respect to tenure, compensation or assignment of duties.

**Use of Town Assets**

No official, employee or appointee or any town committee or commission shall request, use or permit the use of town funds, services, property, equipment, owned or leased vehicles or other material for the purposed of personal convenience or on behalf of others, unless the same is permitted to town residents as a matter of course.

### **Fair and Equal Treatment**

No official, employee or appointee of any town committee or commission shall seek or grant any special consideration, treatment or advantage to or for any citizen beyond that which is available to every other citizen.

All officials, employees and volunteers are entitled to work in an environment free of verbal, physical, racial and sexual harassment, discrimination or favoritism. Town officials have the responsibility to provide equal employment opportunities for all individuals and to administer compensation, benefits, policies and practices equitably.

### **Political Activity**

No official, employee or appointee of any town committee or commission shall promise an appointment or the use of his/her influence to obtain an appointment to any municipal position as a reward for any political activity.

### **Advisory Opinion**

Any public official, employee or volunteer who has a question as to the applicability of any provisions of this policy, should request an advisory opinion in writing from the Ethics Commission.

### **Violation of Policy**

Violation of this policy may result in disciplinary action. Any discipline shall be administered by the appropriate authority in compliance with the published personnel policies, contracts and the town charter. The commission shall report any suspected illegal activity to the appropriate authority.

Adopted 11/7/78

Amended 6/15/92

Updated and Adopted by Board of Selectmen February 28, 2011

## **BOS Bylaws, Governances and Operations**

### **Policy Development and Revisions**

It is the intent of the Board of Selectmen to develop polices and put them in writing so that they may serve as guidelines for the conduct of town related activity and for the successful, consistent and efficient functioning of the town.

Policies may be developed or revised as a result of input from a member of the Board of Selectmen, a staff member, a citizen of the town or on behalf of a board or commission. The Board of Selectmen will conduct an orderly and consistent review of the proposed policy or revision prior to any action by the Board. This review will include two or more readings in public session at regular Board of Selectmen meetings. Public hearing(s) may be called if deemed appropriate.

Policies will be developed and revised in conjunction with State Of Connecticut statutes as well as the Town Charter. In addition, any regulatory agencies or federal standards or guidelines will be considered as well.

Adopted: December 4, 2006

Updated and Adopted by Board of Selectmen February 28, 2011

**Town of Madison Policies**

**Section 3000**

**Business**

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**Beach and Recreation Activities Account**

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I Introduction & Purpose

This procedure is applicable primarily to the Beach & Recreation Commission (here after referred to as B&R) It creates for the Town a “Recreation Activities Account” which shall be used to establish programs funded by user fees. This allows the B&R to provide on an on-going basis resident requested user funded programs not covered by the budget process. This program was approved by the Board of Finance starting July, 1992.

The purpose of this procedure is:

To delineate the roles of the Boards of Selectmen, and B&R in policy making, management and control of the “Recreation Activities Account”.

To establish approval, program controls and review requirements.

II Program Approval

It is the intent of this procedure to ensure that programs included in the “Recreation Activities Account” be sufficiently supported by the users of the programs to pay all the direct costs of the programs and contribute a goal of 20% to the overhead costs of B&R. Each program will be reviewed in detail and approved by B&R before the program is advertised. Any program that does not meet the 20% contribution to overhead will not be run without express approval of B&R. If contribution of 25% or more to overhead is continually achieved on an individual program, that program fee should be reduced. All programs and program fees are subject to Board of Selectmen review and approval. All programs must meet the below criteria before they are started. This includes a policy, liability and cost analysis to insure that:

- A. All liability exposure is known and properly covered with insurance.

- B. Any individual program that is expected to exceed \$20,000 in revenue (shall be considered a major program) and shall be reviewed by the Board of Selectmen prior to implementation.
- C. All instructors shall be paid through the regular payroll process. Exception: Any instructors who own their own business shall be paid upon completion of said program.
- D. Also instructors who own their own business shall, prior to the start of a course, show proof of insurance for both general liability and worker's compensation.

### III Program Controls

A. B&R will prepare, at budget time, the next years projected "Recreation Activities Account". This will include both an expense and revenue figure with general back up data. This program along with a six-month status report of the current program will be presented to the Board of Selectmen in January or February of each year (at the budget workshop) for review and approval. The overall program is subject also to Board of Finance approval at their request.

- B. Only program funds will be allowed in and out of this account. Donations, capital expenditures and Town line-item approved dollars will not be allowed in this account. Twenty-nine thousand one-hundred and five dollars of seed money will remain in the account for the following year start up.

### IV Program Review

Program review and reports on the "Recreation Activities Account" will be provided, as requested, to the Boards of Selectmen and Finance.

See Board of Finance Regulation

Approved by Board of Selectmen, January 22, 1996

Updated and Adopted by Board of Selectmen February 28, 2011

The investment policy of the Town of Madison is based on the principle that safety is the foremost objective guiding each investment decision. This policy applies to the financial assets of the Town of Madison exclusive of the assets of funds of any pension funds held by or managed by the Town of Madison.

Management responsibility for the investment program is hereby delegated to the First Selectman, Assistant Town Comptroller, and the Director of Fiscal Services, who shall establish written procedures for the operation of the investment program consistent with this investment policy.

All participants in the investment process shall seek to act responsibly as custodians of the public trust. Investment officials shall avoid any transaction that might impair public confidence of Madison's ability to manage its affairs effectively.

The funds that this policy applies to are accounted for in the Town of Madison's annual financial report and include:

- General Fund
- Special Revenue Fund
- Capital Project Funds
- Grant and Miscellaneous Fund
- Trust Funds
- Health Benefit Reserve Fund

Any new fund created by the Board of Selectmen with the approval of the Board of Finance unless specially exempted by these bodies.

This investment policy applies to all transactions involving financial assets and related activities of the foregoing funds.

Each investment transaction shall seek to first ensure that capital losses are avoided. Except for retirement funds, for which separate investment objectives are specified, the Town of Madison's cash management policy shall be designed with the objective of meeting the average return on three month U.S. Treasury Bills or the average rate on Fed funds, whichever is higher. These indices are considered benchmarks for investment transactions without risk and therefore comprise a minimum standard for the portfolio's rate of return. The investment program shall seek to augment returns above this threshold, consistent with risk limitations identified herein.

Funds of the town of Madison may be invested in:

U.S. Treasury Bills

U.S. Treasury notes or bonds maturing within one year

Insured or fully collateralized certificates of deposits of banks

Repurchase agreements collateralized by U.S. Treasury securities

The State of Connecticut Investment Pool

Money Market Funds with investments in securities issued, insured or guaranteed by the U.S. Government or its agencies

Obligations authorized by Section 7-400, Investment of funds, Connecticut State Statute.

Investment of the Town of Madison shall be limited to instruments maturing within one year at the time of purchase. The average maturity of all funds invested shall not exceed six months at any time to insure liquidity of funds.

Notwithstanding any above restrictions, a portion of the reserve and non-cyclical funds may be invested in longer term securities with an objective of increasing the rate of return consistent with prudent risk management, subject to the following:

Maturities shall not exceed eight years;

Securities shall have maturities evenly spread over the investment period (a "ladder");

The maximum dollar amount of the portion to be so invested shall be set by the Board of Finance and reviewed annually or as required;

An investment Committee, consisting of the First Selectman, Chairman of the Board of Finance, and the Acting First Selectman shall oversee the investments under this section.

All investment securities purchased by the Town of Madison shall be held in third party safekeeping by an institution designated as primary agent. The primary agent shall issue a safekeeping receipt to the Town of Madison listing the specific instrument, rate, maturity and other pertinent information.

The Department of Fiscal Services shall generate semi-annual reports for review by the Board of Selectmen and the Board of Finance. These reports shall indicate the specific instrument, rate and maturity of investments held as of that date.

Note: Also included as a Board of Finance Regulation

Approved BOS 2/6/95

Updated and Adopted by Board of Selectmen February 28, 2011

**Lease/Purchase Agreement**

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All multiyear lease agreements for any town service, including services for the Board of Education, must be approved by the Board of Selectmen. Following Board of Selectmen approval, said lease must also have approval from the Board of Finance unless it contains a provision for cancellation based on non appropriation of funds. When appropriate, the First Selectman or his designee may refer the lease document to the Town Attorney for review prior to the execution. The Town Attorney shall forward comments and recommendations as to further action prior to execution (if any) to the Board of Selectmen and the requesting agency, board or commission.

See Board of Finance Regulation

Adopted 5/2/94

Updated and Adopted by Board of Selectmen February 28, 2011

**Petty Cash**

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The Town of Madison recognizes that efficient operation is facilitated by the availability of petty cash funds. Monies used for this purpose by the individual departments and offices of the Town of Madison shall be handled with good and prudent business practices.

Petty cash accounts are not to exceed \$250.00 and are to be used in the payment of necessary incidental expenses needed in too short a period of time to utilize the established purchase order system.

Petty cash disbursements shall be documented by a Petty Cash Reimbursement Request. Petty cash accounts shall be replenished through the submission of a purchase order with receipts. Appropriate accounting procedures consistent throughout the town departments shall be established and maintained.

The responsibility for the petty cash fund of \$250.00 is assigned to the Department of Fiscal Services. No other Department located in the Town Campus Facility will maintain a Petty Cash Account. A reimbursable expense of \$50.00 or less may be reimbursed through Petty Cash, if utilizing the normal purchase order process would cause a personal hardship.

Town Departments located outside the Town Campus Main Building may maintain existing Petty Cash Accounts following the guidelines established.

A Petty Cash Reimbursement Request will be used for all disbursements and supporting documentation in the form of original receipts must be provided.

The Petty Cash Reimbursement Request requires the approval of the Senior Department Head and will be reviewed by the Senior Account Clerk in the Department of Fiscal Services.

The Petty Cash Fund is reconciled on a monthly basis.

See Board of Finance Regulations

Adopted Board of Selectmen

10/10/06

Updated and Adopted by Board of Selectmen February 28, 2011

**Recovery of Expenses associated with Land Use Appeals**

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In the defense of court cases regarding appeals from decisions of the Planning and Zoning Commission, Zoning Board of Appeals and/or Inland Wetlands Agency, the Town of Madison incurs costs for the preparation of the Record related to such cases. Such costs include the preparation of transcripts of meetings, copies of documentation related to the application, copies of the agency's rules and regulations and copies of the meeting minutes. These expenses can be substantial and are a direct burden on the taxpayers of the Town.

Therefore, it is the policy of the Town of Madison that reasonable efforts be made to recover the costs associated with the preparation of materials for land use appeals. Such efforts shall include the collection of these expenses if the courts rule in favor of the Town of Madison as well as the request for the payment of these expenses in cases when the plaintiff seeks to withdraw the appeal from the court system.

This policy has been established in an effort to reduce frivolous appeals from town Land Use decisions and the costs to the Town associated with them.

Adopted:

Updated and Adopted by Board of Selectmen February 28, 2011

Associated Procedure developed and approved by the Planning and Zoning Commission effective January 1, 2006

**Supplying Documents in support of a land use appeal**

The Planning and Zoning Commission has adopted as its policy to meet the requirements of State Statute to prepare a “return of record” (copy of document list) for any interested party involved in a land use appeal case. Should any such party request a full copy of a particular document or all of the documents on the “return of record”, the Town would provide said copies in accordance with the requirements of the Freedom of Information Act. The Town will require a fee in accordance with Freedom of Information Commission guidelines.

Updated and Adopted by Board of Selectmen February 28, 2011

Adopted by Planning and Zoning Commission: 12/05/2005 to be effective 1/ 1/ 2006

**Employees Self-Funding Health Insurance Plan**

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The Town of Madison and the Board of Education of Madison shall jointly establish a self-insurance plan for health care for its employees. The Town and the Board of Education's self-insurance plan shall be known as the Madison Employees Health Benefits Internal Service Plan. The fund to support this plan will be reflected as a separate line item in the Town of Madison annual operating budget.

The Town of Madison and the Board of Education shall jointly establish and fund a bank account exclusively for maintaining funds for claims payments and reserves for the Madison Employees Health Benefits Internal Service Fund. The Board of Education and the Board of Selectmen shall agree upon procedures to properly administer the fund.

The First Selectman and another member of the Board of Selectmen shall participate in quarterly reviews of the status of the fund.

See Board of Finance Regulation

Date of Adoption: June 1994

Revised: June 25, 2007

Updated and Adopted by Board of Selectmen February 28, 2011

**Town of Madison Policies**

**Section 4000**

**Personnel**

**Benefits Policy**

**Page 48**

**First Selectman – Salary for**

**Page 49**

**Sexual Harassment Policy &**

**Page 50 – 51**

**Harassment Complaint Procedure**

**Section 4000  
Personnel**

**Benefits Policy**

The Madison Board of Selectmen supports the development and implementation of benefits plans for town employees that maintain relative equality of both the cost and value of each plan amongst all employee groups.

The Board of Selectmen will continue to seek ways to make employee benefits more cost effective both from the employee and taxpayer point of view.

See the Town Human Resource manual for details of all current employee benefits.

Approved 8/17/92 BOS Meeting

Updated and Adopted by Board of Selectmen February 28, 2011

**Salary for First Selectman**

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It is the policy of the Town of Madison that the Board of Finance shall establish the salary for the elected position of First Selectman in the budget year prior to the municipal election.

The compensation level for the First Selectman shall be for a two-year duration and shall be effective upon the first day of January following the municipal election in accordance with the Town Charter.

See Board of Finance Regulations

Adopted by the Board of Selectmen on December 30, 1998

Updated and Adopted by Board of Selectmen February 28, 2011

**Town of Madison  
Sexual Harassment Policy & Procedures**

The Town of Madison will not tolerate sexual harassment of employees at the workplace or in any work-related situation. Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature, constitute sexual harassment when they are made the basis of an employment decision, interfere with an employee's work performance, or create an offensive work environment.

Sexual harassment includes unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- Submission to such conduct is made either explicitly or implicitly a term or a condition of an individual's employment (quid-pro-quo),
- Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting the individual, or
- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

All employees shall be responsible for compliance with the Town's policy on sexual harassment. Any employee found in violation of this sexual harassment policy shall be subject to disciplinary action up to and including termination.

**Harassment Complaint Procedure**

Supervisors are responsible for insuring compliance with this policy, both in their own actions and in the actions of those who report to them.

The Town of Madison encourages prompt reporting of complaints so that a rapid response may be made and appropriate action taken. If you believe that you have been the subject of harassment or discrimination on any of the bases enumerated above, or that you have observed actual or perceived harassment or discrimination, you should:

- Be clear and direct in communicating to the harasser that his/her advances are **unwelcome** or his/her behavior is offensive or demeaning, and request for the behavior to stop;

- Immediately contact the Human Resources Department to report any sexual harassment complaint. If you feel harassed by a member of the Human Resources Department, please contact the First Selectman instead by telephone or in person;
- Keep records of the date, time, place, people involved, witnesses, and who said what to who; and
- The Town recommends that the attached complaint form be completed and provided to the Human Resources Department.

All allegations of harassment will be taken seriously and will be treated with respect for the privacy of all concerned. The Town will not in any way retaliate against an individual who makes a report of harassment, nor permit any employee to do so. Retaliation is a serious violation of this policy and should be reported immediately. Any person found to have retaliated against another individual for reporting harassment or serving as a witness will be subject to the same disciplinary action provided for harassment offenders.

After receiving the complaint, the Manager of Human Resources will promptly conduct a fair and impartial fact-finding investigation to determine if the complaint has substance. In most cases, the Manager of Human Resources conducts the investigation. However, the Town might appoint a qualified representative or an independent outside investigator to lead the investigation, if necessary, to expedite the resolution of a complaint or resolve any potential conflict of interest. In any case, a second person should accompany the primary investigator during all interviews with the complainant, respondent, and witnesses, so that information obtained during the interviews can be corroborated.

The Town is committed to fair and impartial treatment of all parties involved in any such complaint. The Town encourages employees to come forward with justified complaints.

For further information, contact the Human Resources Department.

Adopted: 6/7/93

Revised: 9/14/09

Updated and Adopted by Board of Selectmen February 28, 2011

**Town of Madison Policies**

**Section 5000**

**Public Works and Facilities**

**Addition of Street Lights**

**Page 53**

**Tree Care and Removal**

**Page 54 – 56**

**Care and Replacement of Street Trees**

**Addition of Street Lights**

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The Board of Selectmen has the authority to review and act on a request for additional street lights.

In reaching a decision the Board shall consider the number of residents affected by the installation, both the positive and negative impacts of the proposed installation, agreement by a substantial number of nearby residents, and the effect on the character of the neighborhood.

The Board of Selectmen will, upon request, consider the installation of additional street lighting. Such additional lighting will be considered at any intersection. Normally this will not include subdivisions or the intersections of two minor streets. Emphasis shall be given to those intersections where roadway alignment creates a significant visibility problem or the prevailing speed on one or more of the roads exceed 30 mph.

Adopted 11/5/84

Updated and Adopted by Board of Selectmen February 28, 2011

**Tree Care and Removal**

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The Town of Madison considers that the quality of life and the preservation of the character of the Town are important to the citizens of Madison. To this end, the care, preservation and removal of street trees need to be addressed. The Board of Selectmen has the responsibility to develop procedures that support this effort.

For purposes of this policy, street trees are defined as all trees and ornamental shrubs located within the right of way of a Town highway or within a public area owned or otherwise controlled by the town of Madison. It shall also apply to trees along State highways where allowed by the Connecticut Department of Transportation.

The Town recognizes that healthy and diseased street trees can become a safety hazard when their proximity to public highways combined with their size or shape result in a condition that violates standard safety guidelines of highway maintenance. These trees may also significantly interfere with sight distance sometimes to a degree that is no longer acceptable. It is further recognized that these problems can be exacerbated by both development within the region and an increase in traffic on local roads.

Procedures need to recognize that trees adjacent to substantially developed areas where the street trees are an integral part of the landscape shall take priority over trees located in more rural areas where there is significant forestation adjacent to the roadways.

Approved 10/17/94 BOS

Updated and Adopted by Board of Selectmen February 28, 2011

The tree warden shall carry out the duties of the position as outlined in the adopted position description.

When it is brought to the attention of the Tree Warden that a specific tree is in need of attention i.e.; pruning, disease treatment, or removal he shall inspect the tree and determine the course of action to be taken. The action shall take into consideration funds available for this work.

The design of road reconstruction and maintenance projects shall consider the impact of such projects on existing street trees. Due consideration shall be given to retaining, wherever reasonable, the existing street trees within a project area. When the proposed construction requires the removal of a street tree, the posting procedure required by Section 23-59 of the CGS shall be followed.

Occasionally it may be determined that tree growth has created a sight line problem either at an intersection or curve on a town highway. The Public Works Department, in concert with the Police Department, shall investigate the situation. If the tree growth is creating a significant sight distance problem, several solutions shall be considered. These may include trimming offending portions of the tree, thinning a group of trees, or in some cases removal of the tree.

New tree planting shall be undertaken only in conjunction with a long range planting plan for the area or as part of a town construction project. Tree planting on the green, Scranton Park; and Surf Club is discouraged unless part of the overall planting plan that has received input from affected agencies. The Town Clean Up-Green Up Committee shall review or initiate all such plans.

The funding of tree work shall be as follows:

Tree Removal and Pruning - When due to disease, storm damage or age, funding shall be from the annual Tree care line item within the Public Works budget.

Construction project funds shall be used for any tree work required by a project.

Public Works Department operating funds will be used for incidental tree work not covered by the above.

The tree warden shall be responsible for administration of the tree care annual budget line item. Other than his salary the warden shall receive no other compensation from the town. All purchasing and contracting by the Tree Warden on behalf of the Town shall be in accordance with adopted policies for purchased services.

Adopted: 10/17/1994

Updated and Adopted by Board of Selectmen February 28, 2011

**Section 6000**  
**Retired Policies**

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Madison Development Board  
Technology Advisory/Coordination Panel  
Town Vehicle Policy  
Use of Town Vehicle by Dog Warden  
Commercial Haulers Violating Town's Solid Waste  
Requesting Services of Town Engineer  
Insurance Coverage – New Capital Equipment  
Rental Cars under Self-Insurance  
Copying Fees  
Delinquent Taxpayers and Issuance of Beach Passes  
Recognition of Service

## PERSONNEL

**TOWN OF MADISON  
PERSONNEL POLICY MANUAL  
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# **Town of Madison Personnel Policy Manual**

## **Section 1 – Purpose and General Provisions**

### **1.00 Purpose**

The purpose of the Town of Madison Personnel Policies is to establish an operationally efficient system of public personnel administration, and to provide for a fair and equitable employee relations policy in municipal government, in conformance with the Town Charter, and Federal and State laws.

### **1.10 Applicability**

These Personnel Policies shall be applicable to all employees, except those represented by a current collective bargaining agreement. In any instance, where there is a conflict with Federal, State or Local laws as they may apply to Town Employees, such laws shall be deemed to prevail.

The Personnel Policies shall apply to appointees in all present and future Town positions, except the following:

- All elective officers and persons appointed to fill vacancies in elective offices.
- Board of Selectmen and other members of Boards, Commissions, and Committees.
- Police Administrators.
- Persons retained in a professional consulting capacity to conduct a temporary or special inquiry, study, or investigation.
- Volunteer personnel and personnel appointed to serve without pay.

### **1.20 Administration**

The First Selectman shall be responsible for the proper administration of these policies. Policies shall be implemented by the Manager of Human Resources and/or Department Heads during daily Town operations. Any revisions to these policies are subject to the approval of the Board of Selectmen.

The Board of Selectmen may establish, rescind, suspend or amend such administrative procedures, as it may consider necessary for the proper operation of the Town of Madison.

### **1.30 *Appointing Authority***

*[Members of Boards, Commissions, Committees or Department Heads may be requested to recommend candidates to the Board of Selectmen. The hiring of part-time, seasonal or temporary employees shall be delegated to the Manager of Human Resources and/or Department Heads.](italics represent a proposed change not approved)*

The Board of Selectmen shall be the appointing authority for the Town of Madison. Candidates for Department Head positions shall be submitted to the Board of Selectmen for consideration in the following manner:

1. The Board of Selectmen may appoint a Search Committee. Membership may include one representative from the managing Board of Commission (if applicable); and, one representative of the Board of Selectmen, (this may be a member of the BOS or a designee). Human Resources staff will serve as ex-officio member of the committee.
2. The Search Committee may use outside resources to identify potential candidates.
3. The position shall first be posted internally for five (5) business days prior to external posting. Internal posting will remain in place for a minimum of one (1) week, or until the position is filled.
4. Candidates shall be reviewed in conformance with the Town Charter, State and Federal Laws.
5. The Search Committee shall endeavor to present no fewer than three (3) candidates to the Board or Commission associated with the position as applicable.
6. The Board or Commission shall endeavor to present no fewer than two (2) candidates to the Board of Selectmen for consideration.
7. The Board of Selectmen shall make final appointment with the recommendation from the Human Resources Department.

The Human Resources Department shall recommend candidates for positions that report to Department Heads. The Human Resources Department may secure recommendations for such positions from Boards, Commissions and Department Heads.

The hiring of part-time, seasonal or temporary employees shall be delegated to the Human Resources Department and/or Department Heads.

#### **1.40 Employee**

“Employee,” as used in these Personnel Policies, shall mean any person paid and employed by the Town whether full-time, part-time, regular, temporary or probationary.

#### **1.50 Payroll Classifications**

*For the purposes of employee benefits eligibility*, the Board of Selectmen has established the following classes of employees:

Regular Full-time Employees: An Employee who has completed the probationary period and works a regularly established work schedule of 30 hours or more per week on a year-round basis. *[Employees working 30 hours per week as of 1/1/97 shall be grandfathered as full-time employees.]* Regular full-time employees are eligible for certain employee benefits as outlined in this manual.

Part-time Employees: An employee who has completed the probationary period and works a regularly established work week, of at least 15 hours to less than **30** hours per week, on a year-

round basis. Such employees are eligible for certain pro-rated benefits, as outlined in this manual.

Temporary Employees: An employee who is scheduled to work less than twelve months per year on a seasonal or temporary basis. Hourly employees who work “on call” or “as needed” are also considered temporary employees. Note: Such employees are not eligible for the employee benefits offered by the Town of Madison. Social Security (FICA) and Medicare deductions shall be made in accordance with the provisions of the applicable Federal laws.

### **1.60 Position**

Work to which an employee is assigned, which consists of duties and responsibilities that reflect the full requirements of the position.

### **1.70 Probationary Period**

A working test period during the first six months of employment in a new position, in which an employee is required to demonstrate the ability to meet acceptable standards of performance with the Town of Madison.

### ***[1.80 Seniority***

*Seniority is the continuous full-time service of an employee in the Town computed in years, months and days from the date of hire.*

### ***1.90 Loss of Seniority***

An employee shall lose seniority if the employee:

- Quits or resigns.
- Is discharged.
- When recalled from layoff, fails to return to work within five working days after notification was sent by registered mail.
- Fails to observe the terms and reasons for which a leave of absence has been granted, or has engaged in work during such leave of absence.

## **Section 2 -- Classification and Pay Plan**

### **2.0 Classification Plan**

The Board of Selectmen shall be responsible for the preparation of a position classification plan consisting of written definitions for each class of positions within the Town. The definitions shall

describe the essential duties, authority, minimum qualifications, and responsibilities characteristic of positions within the class. The responsibility for the maintenance of the classification plan may be delegated to the First Selectman and/or the Manager of Human Resources.

### **2.10 Position Classifications**

Each classified position is evaluated and placed in the same pay grade as those positions which are sufficiently similar with respect to difficulty, responsibility, and character of work; and, that require the same amount of experience and training for satisfactory performance.

### **2.20 Position Descriptions**

A position description is a written outline of the responsibilities for each job in the classification plan. Each position description includes a position title, description of the representative duties, general level of responsibility, authority of the work, minimum qualifications and other pertinent information. The position description shall be the standard for classifying individual positions.

The statements of position descriptions are descriptive not restrictive. They indicate the kinds of duties and level of responsibilities assigned to the class, but they do not limit the power of the Department Head or Supervisor to direct, assign and control the work of the employees under his or her supervision. The use of examples with the job descriptions are for illustrative purposes only and should not be construed to exclude other job-related duties.

Copies of position descriptions for all Town positions are maintained in the Human Resources Department and will be available for employee review.

### **2.30 Reclassification Reviews**

Employee position descriptions shall be periodically reviewed by the Supervisor, Department Head, First Selectman, and/or Board or Commission. Position reclassifications shall not be reviewed unless a significant change has occurred in the position duties or the individual has been in the assigned position for a minimum of three years. If it is determined that a significant change has occurred between the current job duties and the position description, the Manager of Human Resources shall request a meeting of the Job Evaluation Committee in order to review the revised position description and all backup documentation related to the position description. The Job Evaluation Committee shall make a recommendation on the job reclassification request using the criteria established by the classification plan. The recommendation of the Job Evaluation Committee shall be forwarded to the Board of Selectmen for their action. The Board of Selectmen shall take into account the current organizational structure and financial impact of recommended reclassifications.

An employee may only advance one classification level at a time, unless there is a major departmental reorganization. This policy does not limit an employees ability to apply for a higher position, if vacant.

### **2.31 Transfers**

The Board of Selectmen may transfer employees between departments, as determined by the needs of the Town of Madison.

### **2.40 Pay Plan**

The pay plan consists of pay grades directly related to the classification levels. Each pay grade shall have an established minimum and maximum pay rate. Except as otherwise provided in these policies, no employee shall receive pay at other than within the pay range established for the classification level for his or her position. Wage ranges shall be reviewed annually by the Board of Selectmen.

### **2.41 Maintenance and Adoption of the Pay Plan**

The Board of Selectmen shall periodically review and approve the pay plan for the Town of Madison. The Manager of Human Resources shall make recommendations for a pay plan to the Board of Selectmen, taking into consideration all factors relevant to the maintenance of sound compensation practices within the Town. Such factors shall include pay practices of other comparable municipalities and private industry for similar work, other benefits received by Town employees, suggestions from Department Heads, and the ability of the Town to recruit and retain qualified personnel.

The Board of Selectmen shall have the authority to make and approve changes in the pay plan resulting from personnel actions such as reclassifications, promotions, demotions, transfers and the creation or elimination of positions. The Board of Selectmen may also revise the pay plan due to the elimination, modification or establishment of classes with the approved budget.

### **2.42 Pay for Performance**

The Board of Selectmen shall annually determine a general wage increase to commence with the new fiscal year; however, wage and salary increases, or any other salary actions, are not considered to be automatic, or based upon length of service alone. Employees who have displayed below-average performance may have their general wage increase delayed for up to three (3) months. The Board of Selectmen has the right to suspend or amend any and all salary adjustments, including longevity payments, due to budgetary constraints of the Town of Madison.

### **2.43 Longevity**

Clerical and Craft employees classified as regular, full-time (30 hrs or more per week) employees are entitled to a longevity bonus after five years of service. Longevity bonus is not a benefit of part-time employment, and credit towards longevity is from the date of full-time employment, not the date of hire. Employees entitled to longevity shall receive payment in the first payroll of January for the anniversary service date reached during the previous year. Longevity levels are as follows:

Five to Ten Years of Service	\$500
Eleven to Fifteen Years of Service	\$700
Sixteen or more Years of Service	\$900

## **2.50 Pay Administration**

Starting Rates: An employee appointed to a position should normally be compensated at the minimum rate of the pay range. However, an appointment at a salary above the minimum rate may be made upon written recommendation of the First Selectman, Department Head or Chairman of Board or Commission. The recommendation should be based upon the qualifications of the applicant or by the lack of applicants available at the minimum rate. All starting salaries, other than the minimum rate, are subject to approval of the Board of Selectmen.

Rate of Pay for Promotion: An employee receiving a promotion to a higher pay grade shall upon the assignment normally receive at least the minimum pay rate in the new pay grade. Employees in the Craft ("C") pay grade shall normally receive a pay rate equal to the same step in the new pay grade range.

Rate of Pay for Transfer or Demotion: When a regular employee is transferred to a position within the same pay grade, he or she shall continue to be paid at the same pay rate. When a regular employee is demoted to a lower pay grade level, his or her salary may be reduced to an appropriate pay rate within the new pay classification.

Out of Class Pay: When an employee is temporarily assigned, via personnel action, to a position in a higher pay grade, the Board of Selectmen may grant a temporary pay increase for the duration of the assignment.

## **2.60 Basis of Pay**

Hourly-paid Employees (Non-exempt): Employees paid on an hourly basis shall be paid for the actual hours worked during a pay period times their hourly rate.

Salaried Employees (Exempt): Employees paid on a salary basis shall be paid at a daily rate equal to their annual salary divided by the number of work days within the fiscal year. Part-time exempt employees shall be paid a pro-rated annual salary, as determined by the Board of Selectmen.

## **2.61 Paychecks**

All employees shall receive their paychecks bi-weekly. Paychecks shall be issued by either the Department Head or the Finance Office. Paychecks shall not be issued to anyone other than the person for whom the check is written, unless the employee authorizes so in writing. No payroll deductions, other than those legally required, shall be made from the employee's paycheck within the employee's written approval.

## **2.62 Minimum Wage**

It is the policy of the Town of Madison to pay no less than the Federal or State Minimum Wage, whichever is higher.

## **2.70 Overtime Pay**

Regular, non-exempt Town employees shall receive time and one-half for all hours worked in excess of forty hours in any one work week. A work week is defined as that period of time commencing at 12:01 a.m. on Sunday morning and ending at midnight the following Saturday.

Paid holidays, sick days and vacation days shall be considered as time worked when calculating overtime. Overtime worked on Sundays shall be paid at double time.

The Town shall pay for overtime worked as outlined in the provisions of the State Wage and Hour Law and the Federal Fair Labor Standards Act (FLSA).

Department Heads and Supervisors may prescribe reasonable period of overtime work to meet the operations needs of the Town, provided budgetary funds are available. Complete records of employee overtime shall be maintained on prescribed time sheets. Unless there is an emergency, an employee shall not work overtime with the approval of the Department Head or Supervisor.

Supervisory, professional and administrative personnel who are classified in exempt positions ("E" pay grades) have an obligation which may extend beyond a fixed work schedule. These employees shall not be paid for overtime work, except under exceptional circumstances and with prior written approval of the Board of Selectmen.

## **Section 3 – Recruitment and Selection**

### **3.0 Recruitment Policy**

Individuals shall be recruited from a geographic area as wide as is necessary to assure obtaining well-qualified candidates for the various types of positions. Department Heads or the First Selectman shall submit a request to the Board of Selectmen to fill a position vacancy.

### **3.10 Announcement**

The Manager of Human Resources shall make known all approved vacancies for the positions by posting announcements of such vacancies on the employee bulletin board of the Town Hall and distributing a notification to all Department Heads. The position opening may be advertised in newspapers and other publications as the Manager of Human Resources deems advisable.

### **3.11 Recruitment Expenses**

It is recognized that various staff, professional and supervisory positions may require recruitment from outside the area to obtain well-qualified applicants. Accordingly, in recruiting and filling positions of these types, the Board of Selectmen may authorize the payment of expenses for an applicant's trip for a personal interview. Reimbursable expenses may include an allowance for transportation, meals and lodging.

### **3.12 Non-Discrimination and Affirmative Action Policy**

The Town of Madison, as an Equal Opportunity Employer, shall consider applicants for employment with the Town and candidates for promotion on the solely on the basis of their qualifications for the position. No person will be discriminated against in the areas of recruiting, advertising, hiring, upgrading, promoting, transferring, demoting, layoffs, terminations, rehiring, employment and/or rates of pay and other compensations.

It is the policy and practice of the Town of Madison to recruit, select, transfer, promote, train and compensate the most capable and qualified individuals without discrimination due to race, color, religion, ancestry, age, gender, sexual orientation, marital status, citizenship status, national origin, present or past history of mental disorder, mental retardation, learning disability or physical disability, including but not limited to blindness, except where any of the above is a bona fide occupational qualification or need. Selection, placement, transfer, promotion, training, compensation or employees, grant awards and training recruitment decisions are based on qualifications, abilities and merit as permitted by law. In order to promote a diverse staff, the Town will be proactive in recruiting minority and female candidates, and people with disabilities.

This policy and practices applies to all persons, particularly those that are members of the protected classes identified as being, African Americans, Hispanics, Asian Americans, American Indians, Women and Handicapped, and any other recognized protected class.

The Town conforms to the Civil Rights Act of 1964, Executive Order 11246, and the Americans with Disabilities Act of 1990; and all amendments to ADA.

An Employee may request ADA accommodation through his or her supervisor, with notification to the Manager of Human Resources.

### **3.20 Application Form**

Each candidate for municipal employment shall either make application on the approved application form of the Town of Madison, or by submitting a resume. Certain information may be required, as is deemed necessary, in order to judge the applicant's ability to perform services for the Town. Applications and resumes shall not be returned and shall remain on file for a minimum of one (1) year.

### **3.30 Selection Policy**

Selection and appointment to all Town positions shall be based solely upon job-related requirements, and the applicant's demonstration that he or she possesses the skills, knowledge, abilities and other characteristics necessary for successful job performance and career development with the Town of Madison.

### **3.31 Selection Procedures/Examinations**

The Manager of Human Resources and/or Department Head shall determine which test or combination of tests shall be used to evaluate the competency of each candidate for the position. The test(s) selected shall relate to the essential duties, skills and responsibilities required of the position for which the candidate is being examined, and shall fairly appraise and determine the merit, ability and qualifications of the candidate to perform the duties of the position. A variety of personnel procedures may be employed, including reference checks, personal interviews, assessment of training, education and work experience, and written, oral and performance tests. Each procedure utilized, including personal interviews, shall be administered and scored on a standardized basis to insure equity.

### **3.40 Interviewing of Candidates**

The Town of Madison, as an Equal Opportunity Employer, shall consider applicants for employment with the Town solely on the basis of their qualifications for the position. It is the policy and practice of the Town of Madison to recruit and select the most capable and qualified individuals without discrimination due to race, color, religion, ancestry, age, gender, sexual orientation, marital status, citizenship status, national origin, present or past history of mental disorder, mental retardation, learning disability or physical disability, including but not limited to blindness, except where any of the above is a bona fide occupational qualification or need. No interviews shall make any reference to these items. The Town conforms to the Civil Rights Act of 1964, Executive Order 11246, and the Americans with Disabilities Act of 1990; and all amendments to ADA.

### **3.50 Reference Checks**

The appointing authority shall make the necessary contacts for the purpose of checking references. All reference checks shall be considered personal and confidential in order not to jeopardize the candidate's present employment status. Background investigations shall be conducted with the applicant's prior knowledge.

As stated in PA 79-264, as amended by PA 80-158: "No individually identifiable information contained in the personnel file or medical records of any employee shall be disclosed by an employer without the written authorization of such employee, except where the information is limited to the verification of dates of employment, title or position, and wage or salary." Exceptions are made to this statute if the information is requested for the following purposes: proper subpoena, government audit, an apparent medical emergency, or pursuant to a union bargaining agreement.

### **3.51 Reference Check Procedures**

State Statute requires the establishment of a specific procedure for handling requests for reference information, by phone or by mail, regarding former employees. It is suggested that everyone, particularly supervisory personnel, be cautioned that all reference checks must be initially referred to the Manager of Human Resources. Reference information shall be limited to verification of dates of employment, position and salary information. Employees at the time of separation should be reminded of this legal limitation on reference checks. If the terminating employee wishes to allow the Town of Madison to provide more detailed reference information, he or she should provide the Town with written authorization.

### **3.60 Verification of Employment Eligibility**

It is illegal to discriminate against any individual (other than an alien not authorized to work in the United States) in hiring, discharging, or recruiting or referring for a fee because of that individual's national origin or citizenship status. It is illegal to discriminate against work-authorized individuals.

Upon employee hiring, the Manager of Human Resources shall require Employment Eligibility Verification in accordance with Form I-9; as required by the Department of Homeland Security. Employers CANNOT specify which document(s) they will accept from an employee. The refusal to hire an individual because the documents presented have a future expiration date may also constitute illegal discrimination.

The I-9 form must be completed within three (3) working days from the employee's date of hire by either the Manager of Human Resources or the Department Head. The completed I-9 form shall be retained in the employee's personnel file for three (3) years from the date of hire or one (1) year following termination.

### **3.70 Appointments**

All vacancies in classified positions may be filled by regular appointment, temporary appointment, promotion, demotion or transfer. Only qualified candidates shall be recommended for appointment to a classified position. The Board of Selectmen shall approve the appointment of all regular, full-time and part-time positions. The appointment of temporary employees shall be delegated to the Manager of Human Resources or the Department Head. The Manager of Human Resources shall notify the new employee of the date of hire, pay rate, work schedule, etc.

### **3.71 Regular Appointments**

A regular appointment indicates that an employee is to work for the Town in either a full-time or part-time capacity, on a regular or continuing basis. Every employee who receives this type of appointment shall serve a probationary period in accordance with the provisions of Section 4. Upon certification from the Department Head or First Selectman of satisfactory completion of the probationary period, the employee's status will be changed from probationary to regular.

### **3.72 Temporary Appointments**

When a position in the Town service is limited in duration, such as for special projects, or requires the services of an individual on an irregular, intermittent or seasonal basis, the Manager of Human Resources or Department Head may appoint from among the best qualified candidates who will accept employment under these conditions. Employees hired under this type of appointment shall be paid on an hourly basis and shall not be eligible for any benefits offered by the Town of Madison.

### **3.73 Emergency Appointments**

The Board of Selectmen or First Selectman may authorize the appointment of any qualified person to any position required to prevent stoppage of public business or serious inconvenience to the public without regard to the rules affecting appointments.

### **3.74 Physical Examinations**

Applicants may be required to satisfactorily pass a medical examination after an offer of appointment to Town service in order to assure that he individual is able to perform the essential duties of the position. The post-offer medical examination may include a drug screening. Drug screenings shall be conducted in accordance with the regulations of the State Statutes for all employees whose position requires the operation of Town vehicles. Employees who are required to operate vehicles weighing over 10,000 pounds or that carry sixteen (16) or more passengers are subject to federal pre-employment drug-testing regulations, as well as random drug and alcohol testing throughout employment with the Town of Madison, as outlined in the policy in Appendix A.

After an appointment to the Town service, a medical examination may be requested to ensure an employee is still able to perform the duties of his or her position. When required, the examination shall be performed by a practicing physician appointed by the Town, at Town expense.

### **3.75 Reasons for Rejection**

The Board of Selectmen, or appointment authority, may reject any qualified application when there is an indication that the applicant does not possess the minimum qualifications required the position or which was not filed by the announced closing date for receiving applications. Further, an application may be rejected if the applicant made a false statement of any material fact or practiced any deception or fraud. Written notice of rejection may be given to the applicant from the Board of Selectmen or delegated appointing authority.

## **Section 4 – Probationary Period**

### **4.0 Probation**

The probationary period shall be regarded as an integral part of the examination process. It shall be utilized by supervisors and department heads for closely observing a new or promoted employee's work to a position, and rejecting any employee whose performance does not meet the required work standards of the Town of Madison.

#### **4.10 Duration**

Every person promoted or appointed to a regular position with the Town of Madison shall be required to successfully complete a probationary period which shall be of sufficient length to enable the department head to observe the employee's ability to perform the various principle duties pertaining to the position. The probationary period shall begin immediately upon date of hire or promotion and continue for six (6) months. If at the time of hire, the First Selectman or Department Head believes a longer probationary period is required for the position, the probationary period may be extended. Throughout the probationary period, the Department Head shall observe the employee's performance and any strengths or weaknesses shall be discussed with the employee. Factors such as work habits, ability to perform duties of the position, attitude, attendance, punctuality, and the ability to work with others will be observed and recorded.

#### **4.11 Probationary Expiration**

At least ten (10) days prior to completion of the probationary period, the department head shall notify the First Selectman or the Manager of Human Resources in writing about the performance of the probationary employee. If the employee's performance is rated satisfactory, he or she shall be retained as a regular employee within that position. If the employee's performance or conduct was observed to be unsatisfactory, he or she may be removed from the position. The department head will furnish reasons for the recommended removal, and terminate the employee upon approval of the First Selectman. The Department Head shall provide written notice of the probationary evaluation to the employee.

#### **4.20 Removal of a Probationary Employee**

An employee may be removed at any time during the probationary period by the Department Head with approval of the First Selectman, if the employee is unwilling or unable to perform his or her required duties, or if his or her habits or dependability do not merit his or her continuance in the position. The employee shall be notified in writing the reasons for the termination and the effective date of the action. The employee may not appeal his or her removal, unless he or she feels the reason for the termination is based on discrimination because of race, religion, sex, national origin, marital status, or a physical or mental handicap which does not impair work performance. In such cases, he or she may appeal the removal within ten (10) days of receipt of notice to the Board of Selectmen. An employee may also be removed by the First Selectman or Department Head at any time during his or her probationary period if it is revealed that information submitted prior to appointment was intentionally falsified.

#### *4.30 [Pay During Probationary Period]*

*Employees during the probationary period shall receive payment for wages for work performed through the Saturday prior to payday (Thursday). Upon the completion of the six (6) month probationary period, employees shall be brought in line with other Town employees and receive payment for work through the pay date (Thursday). The above mentioned policy may be waived subject to the approval of the First Selectman.]*

*Removed 12/13/10 per F Dugas*

#### **4.40 Benefits during Probationary Period**

All full-time employees serving a probationary period shall receive the same benefits as other full-time regular employees. New employees shall be eligible for fringe benefits, i.e. health insurance, life insurance, etc., on the first day of the month following the date of hire. Vacation, sick and personal time may be accumulated from the date of hire, but not used until the completion of the probationary period.

#### **4.41 Salary Increases for Probationary Employees**

New employees shall not be eligible for annual salary increases until the completion of the six (6) month probationary period. Merit increases for new employees shall be based upon the performance as noted in the probationary evaluation. Promoted employees may, depending on First Selectman or Department Head's approval, receive the annual wage increase regardless of probationary status.

### **Section 5 – Rules of Conduct**

#### **5.0 Work Schedule**

The Town Hall shall be open from 8:30 a.m. to 4 p.m. The regular, full-time hours of employment shall be 32.5 to 40 hours per week for employees, unless otherwise adjusted by the department head and approved by the Board of Selectmen. Employees assigned to departments not within the Tow Hall shall work the schedule of their specific department.

Non-exempt employees shall be scheduled on an hourly basis, as determined by their department heads. Exempt employees are scheduled to work a minimum of forty (40) hours per week, with additional hours as needed to fulfill the duties of their positions.

#### **5.05 Attendance**

Non-exempt employees (classified as "N" or "C" pay grades, part-time and seasonal employees) must record daily time worked. Exempt employees (classified in the "E" pay grade) are required to record absences on one-half (1/2) day or more.

#### **5.10 Outside Employment**

An employee may engage in employment outside of his or her Town employment except that no outside employment shall interfere with or be in conflict of interest with Town employment. Accordingly, any employee engaging in outside employment shall advise his or her department head or the First Selectman of same solely for the purpose of determining whether a conflict of interest with Town employment exists. An employee whose outside employment is determined to be in conflict of interest with Town employment or is determined to be interfering with the performance of the employee's regular duties with the Town shall vacate said additional employment or be subject to termination. The Board of Selectmen has the responsibility to determine whether or not a specific activity is prohibited.

### **5.15 Political Activity**

All employees of the Town of Madison shall be free to, and or encouraged to, exercise their rights as citizens to cast their votes and express their opinion on all political subjects. However, no employee of the Town of Madison shall serve on an elected board or commission of the Town, except as required by his or her position, during his or her employment with the Town.

### **5.16 Federal Limitations**

The provisions of the Federal Hatch Act shall apply to those employees engaged in activities financed wholly or in part by grants from Federal agencies; however, the following prohibitions shall apply to all employees in order to assure that both employees and the public are protected against improper political activity in Town service. Employees may not use their official authority or influence for the purpose of interfering with or affecting the results on an election or nomination for office, not directly or indirectly attempt to coerce, advise or command other Town employees to pay, lend or contribute to a party, committee, organization or person for a political purpose.

### **5.20 Gifts and Gratuities**

Every employee has a duty to the Town of Madison to be free from the influence of personal considerations when conducting Town business with citizens and suppliers. Town employees should never use their position, either directly or indirectly, for private gain, to advance personal interests or to obtain benefits from Town Officials. No official or employee should place himself under obligation to others by acceptance of gifts or other favors where it might appear that these are designed to influence the individual in the performance of his duties. This rule is not intended to preclude the acceptance of gifts of small value which are of such nature as to indicate tokens of respect or friendship. No officer or employee who deals with a particular contractor or supplier of the Town should invest in the stock or other securities of such a contractor or supplier, unless the securities are widely held. In making personal investments, officials and employees should be guided by an awareness of potential conflict of interest.

### **5.25 Use of Telephone**

Telephones are for business calls and not for personal calls. Personal calls should only be made in case of emergencies. Incoming calls of a personal nature should be limited to urgent matters only. All personal toll calls are the responsibility of the employee and should not be charged to the Town.

### **5.30 Town Property**

The use of Town property for any personal use whatsoever is prohibited.

### **5.35 Sexual Harassment Policy**

The Town of Madison will not tolerate sexual harassment of employees at the workplace or in any work-related situation. Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature, constitute sexual harassment when they are made the basis of an employment decision, interfere with an employee's work performance, or create an offensive work environment.

Sexual harassment includes unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- Submission to such conduct is made either explicitly or implicitly a term or a condition of an individual's employment (quid-pro-quo),
- Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting the individual, or
- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

All employees shall be responsible for compliance with the Town's policy on sexual harassment. Any employee found in violation of this sexual harassment policy shall be subject to disciplinary action up to and including termination.

Please see Appendix B for Harassment Compliance Procedure.

### **5.40 Suggestions**

Suggestions from all employees, covering any phase of Town operations, are always welcome.

### **5.45 Smoking**

All Town of Madison facilities are smoke-free. Employees may smoke in designated areas outside of the Town buildings.

### **5.50 Wage Garnishments**

Garnishment action against an employee's wages is permitted by Federal and State law. When the Town of Madison receives a wage garnishment (normally received by a sheriff, constable or other official), the employee shall be notified of the actions by the First Selectman or the Manager of Human Resources. Wage garnishment shall not exceed 25% of the employee's net income or 40 times the applicable minimum wage per week. Withholdings shall be applied to an employee's wages in the following priority: 1. Federal Tax Levy; 2. Support Orders; 3. Wage attachments or garnishments. Wage garnishments shall be applied in the order that they were received. No new garnishment shall be attached to an employee's wages until the payment of the first garnishment is completed. The Town of Madison cannot discipline an employee for the receipt of wage garnishments, unless seven (7) or more have been received within a calendar year. The Town of Madison has the right to caution an employee about garnishments.

### **5.55 Solicitations**

The Town of Madison does not allow the solicitation of its employees by outside organizations, unless the program is sponsored by the Town. This does not apply to employee-to-employee solicitation.

### **5.60 Uniforms and Special Clothing**

At the Town's determination, employees may be required to wear uniforms, protective gear or other types of special clothing related to the employee's position. The Town may provide the uniforms, protective gear, special clothing, or an allowance for those employees whose work requires that special clothing be worn. The Town reserves the right to determine what uniforms are to be worn, who shall wear the uniforms, what protective gear is required, and how such gear shall be worn or used. At the termination of employment, the Town requires that the employee return all uniforms and protective gear, or the employee shall be held responsible for the cost of the items.

### **5.65 Safety**

It is the policy of the Town of Madison that every employee is entitled to work under the safest possible conditions in all occupations. Every reasonable effort shall be made to provide and maintain a safe and healthy workplace, safe equipment, proper materials and to establish and insist upon safe methods and practices at all times.

Any accident resulting in personal injury or property damage should be immediately reported to the department head or supervisor, who in turn shall notify the Selectman's Office. Any employee who operates a vehicle over 10,000 pounds or carries more than sixteen (16) passengers is subject to federal drug and alcohol regulations following certain accidents with Town vehicles.

If an employee notices an unsafe working conditions, he should report such condition immediately to his supervisor. The Town of Madison has an established Safety Committee

comprised of representatives from all sectors of the Town's workforce. Any employee concerned with a safety condition or policy is encouraged to contact a member of the committee (as listed on the employee bulletin board) or attend on of the quarterly committee meetings.

## **5.70 Vehicles**

No employee shall use a personal vehicle on official Town business unless proof of insurance is presented to the Town. Such use must be authorized by the department head or First Selectman and shall be compensated for at the approved mileage rate, as established by the Board of Selectmen. Mileage reimbursement applies to vehicle use for official Town business only. It does not apply to vehicle use between an employee's residence and the Town offices for normal work hours, meetings, or special events, as required by the employee's position. Reimbursement for claims for mileage and tolls, submitted in writing, should be completed monthly.

## **5.75 Town Vehicles**

The Town provides assigned vehicles to specific departments to be used by the departmental employees to assist them in fulfilling their position responsibilities. The use of Town vehicles shall be restricted to municipal business only. Such employees must have a current State driver's license and be responsible for safe and proper driving. Personal use Town vehicles is prohibited. In certain specific cases requiring emergency response by the Town employees, the Board of Selectmen may approve the use of a Town vehicle for the purpose of commuting. The Internal Revenue Service (IRS) may require the Town as an employer to report and/or withhold certain taxes annually for the personal use of Town vehicles. Normally, the following Town vehicles are exempt from income tax as they are considered qualified, non-personal use:

- Public Safety (on-call)
- Police and Fire Vehicles (marked and unmarked)
- Ambulance, dump trucks, utility trucks (for emergencies)
- School buses

If the Town of Madison is required to report and/or withhold taxes related to the benefit value of Town vehicles driven for personal use, the Town shall report and/or withhold said taxes in accordance with IRS regulations.

## **5.80 Employee's Private Property**

It is the policy of the Town to provide secure offices and facilities for all employees and to inform employees of the Town's posture with respect to the thefts or loss of an employee's personal property. The Town shall be responsible for providing secure working areas, but employees are responsible for all personal property brought on to the Town premises. It is each employee's responsibility to secure all personal items in accordance with the property's value. It is expressly requested that purses and wallets be kept with employees at all times. If this is inconvenient, such items should be locked in a desk, file cabinet, or an equivalent depository for safekeeping.

## **5.85 Meal Allowance**

When an employee is required to report to work without advance notice (more than three (3) hours before the beginning of regularly scheduled hours; or is required to work three (3) hours beyond the end of the regularly scheduled work hours; or must work during normal meal time), the employee should request in writing, a Town-paid meal allowance as follows:

Breakfast: \$5.00

Lunch: \$6.00

Dinner: \$9.00

These amounts may be revised by action of the Board of Selectmen.

If the employee, in the course of Town business, hosts a guest(s) for a meal, the actual expense shall be reimbursed. A bill or receipt must be presented with the reimbursement request.

## **Section 6 – Employee Benefits**

### **6.0 General**

The Town of Madison will evaluate all employee benefits on a level-of-benefits basis, not an individual basis, in determining a fair and competitive benefits program. The Town of Madison reserves the right to make changes in the various employee benefits as required to maintain affordable and equitable benefits. All insurance benefits for newly hired employees shall go into effect the first (1<sup>st</sup>) of the month following the employee's date of hire. Benefits for terminated employees shall cease as of the last day of employment with the Town of Madison.

### **6.10 Group Health Insurance**

Offered to full-time employees and their families on a contributory basis. Details of the coverage and benefit levels is outlined in a separate document. Plan booklets and claim forms are available in the Selectmen's Office.

### **6.11 Contributions toward Health Insurance**

Employees enrolled in the Town of Madison health benefits program shall contribute toward the cost of the benefits provided by the Town. The level of contribution toward insurance coverage shall be reviewed and set by the Board of Selectmen. The established contribution rate shall be deducted from the employee's bi-weekly payroll. Employees have the option to join the Town of Madison's flexible benefits program which deducts contributions toward benefits prior to the calculation of taxes on gross earnings.

### **6.12 Payment-in-lieu-of-Benefits**

Employees may choose not to participate in the Town's health insurance program. Employees may opt to receive a quarterly payment equal to fifty (50%) percent of the current single coverage rate in-lieu-of health insurance coverage. Employees may only re-enter or exit the

health benefit program one time during a calendar year, unless a change has occurred in the employee's status (i.e., loss of other insurance, marriage, divorce, etc.)

### **6.13 Group Dental Insurance**

Offered to full-time employees at Town cost. Coverage is provided for the employee only. Dependent coverage may be purchased by the employee at his expense through bi-weekly payroll deductions. Details of insurance coverage are outlined in the plan summary booklet which is available, along with claim forms, in the Human Resources Office.

### **6.14 Retiree Health Insurance**

Offered to non-represented, retired employees, between the ages of 55 and 65, receiving pension benefits. The retired employee is responsible to pay the full premium coverage on a timely basis. Premium payments are due on the 20<sup>th</sup> of the month prior to the coverage month.

### **6.15 COBRA**

Federal regulations mandate that all terminating employees be given the option of continuation in the group insurance coverage offered by the Town. An employee must choose, within 60 days from the last day of work, whether he would like to purchase the health insurance offered by the Town. The employee is responsible to pay the full insurance premium in a timely manner. Payments are due on the 20<sup>th</sup> of the month prior to the coverage period. Normally, employees are allowed to purchase into the Town's insurance plan, through COBRA, for eighteen (18) months. The Manager of Human Resources will be able to provide details regarding eligibility and conditions under the COBRA regulations.

### **6.20 Group Life Insurance**

Offered to each full-time employee with coverage of \$50,000 for life and accidental death and disability for employees under age 65 and coverage of \$25,000 for employees over age 65, at Town expense.

### **6.30 Long Term Disability Insurance**

Offered to full-time employees at Town expense. Coverage provides for 60% of the base salary after ninety (90) days of disability or use of accrued sick leave, whichever is greater. Plan details are available through the Manager of Human Resources.

### **6.35 Pension Plan**

All regular full-time employees are eligible to participate in the Town's non-contributory pension plan as of the date of employment. Details of the pension plan are described in a separate document available from the Manager of Human Resources.

### **6.40 Training**

The Town considers employee development an integral part of each employee's position. Employees should request approval from their department head or the First Selectman to enroll in an outside seminar or other educational program designed to meet specific development objectives. Training programs should be designed to have an on-the-job application. All such programs and related costs shall be paid for the Town of Madison.

#### **6.45 Tuition Reimbursement**

The Town of Madison makes available a tuition reimbursement program for regular full-time employees for courses that are job-related or required for their position. These courses must be taken at an accredited school. Employees should request in writing inclusion in the tuitions reimbursement program to the First Selectman or Manager of Human Resources prior to enrollment in the course. *[Upon approval each employee shall be eligible to receive reimbursement for fifty (50%) percent of the course cost, including books, up to a maximum of \$500 after successful completion of a grade of "C" or better. A copy of the course and book receipts, along with a transcript, should be submitted with the reimbursement request.]* **A budget for tuition reimbursement will be established annually by the Town and the Town may adjust the reimbursement amount received by the participants by the number of employees participating in the Tuition Reimbursement Program. However, under no circumstances shall the reimbursement amount exceed fifty percent (50%) of the course cost, including books, or a maximum of \$500 per course. Reimbursement will be made at the close of the fiscal year in which the course was completed. To be eligible for tuition reimbursement, the employee must have successfully completed the course with a grade of "C" or better. A copy of the course and book receipts, along with a transcript, should be submitted with the reimbursement request.***(italics represent a proposed change not approved)*

#### **6.50 Part-time Employee Benefits**

Regular part-time employees who are scheduled to work at least 15 to less than 32.5 hours per week during the entire year, and have completed their probationary period, are eligible for the following benefits:

- Pro-rated holiday pay (if the holiday falls on the employee's regularly scheduled work day. Pay shall be based upon the number of hours normally assigned to work on said day. Holiday pay is not subject to the completion of the probationary period.
- Pro-rated vacation pay, based upon the regular full-time employee accrual schedule.
- Three (3) pro-rated personal days per year.

### **Section 7 – Personnel Records**

#### **7.00 Personnel Records**

The Manager of Human Resources shall be responsible for the maintenance of personnel records for each employee, including the original applications for employment, the results of all tests and examinations taken to demonstrate qualifications, history of employment actions, current position classification and salary, attendance and leave records, commendations, records of disciplinary actions, training records, and any other records pertinent to the employee's service. Employees are responsible for notifying the Manager of Human Resources of any changes in the personal status such as address, telephone number, dependents, marital status, name change, etc.

#### **7.10 Employee Time Records**

Federal and state laws require the Town to keep accurate records of time worked as evidence that the Town is in conformance with the law. Any misrepresentations of time worked are a violation of the law, and may subject the employee to immediate discharge. Each non-exempt employee is required to fill in or punch in the number of hours worked. At the end of each pay period, the supervisor or department head shall sign the time card and approve the hours worked. Employees are forbidden to punch in/out or sign in/out for another employee. Violation of this rule shall be grounds for dismissal.

#### **7.20 Employee Personnel Records**

An employee, upon request to the Manager of Human Resources, shall have access to his/her personnel records. Department heads shall also have access to the personnel records of their employees, as necessary for the performance of their duties. No other employees, officers, or officials of the Town, except as may be designated by the Board of Selectmen and/or as necessary to conduct Town affairs, shall have access to an employee's personnel record. The Manager of Human Resources shall allow others to inspect an employee's personnel record only upon receipt of written consent from the employee.

#### **7.30 Injury Reports**

In an employee in injured while working for the Town, such employee is responsible to immediately inform his supervisor or department head of the injury. The department head or supervisor should, in turn, notify the Manager of Human Resources, and/or telephone the report of injury to the worker's compensation insurance carrier. It is important that every injury be reported. Worker's compensation laws provide benefits for employees injured while on the job.

#### **7.40 Records Retention**

The following personnel and payroll records are to be retained by the Town:

Employment applications, resumes, employment lists, and exams are to be retained for three (3) years if permanently hires; if not hired, records will be retained for one (1) year.

Employee time sheets, overtime records and employee files including performance evaluations are to be retained for thirty (30) years from time of employment separation.

### **Section 8 – Employee Status Changes**

## **8.0 Promotion Policy**

The Town of Madison encourages employees to develop skills, attain greater knowledge of their work, and make known their qualifications for promotion to more responsible positions. No supervisor shall deny an employee permission to apply for a promotional opportunity in any Town department. Promotion to a higher level position shall be based upon merit and qualifications.

### **8.10 Transfer Policy**

Transfer of any employee from one position to another, without change in pay grade, may occur if any one of the following conditions is met:

- The employee meets the qualification requirements of the position.
- It is in the best interest of the Town, as determined by the First Selectman.
- Further training and development of an employee in another position would be beneficial to the future staffing potential of the Town.
- It meets a personal need of the employee and is consistent with the above.

### **8.20 Demotion Policy**

An employee may be demoted to a position in a lower pay grade for which he is qualified for any of the following reason:

- When an employee would otherwise be laid off because his position is eliminated, the position is reclassified to a lower grade, lack of funds, or because of the return to work from authorized leave of another employee to such position in accordance with Town policy.
- When the employee does not possess the necessary qualifications to render satisfactory service in the position he holds.
- When an employee voluntarily requests such a demotion.
- When due to a physical condition or work-related injury an employee is no longer able to perform the functions of his position.

### **8.30 Separations**

All separations of employees shall be designated as one of the following types of separations and accomplished in accordance with the manner indicated:

- Resignation
- Layoff
- Death
- Retirement
- Dismissal (See Sections 10 & 11)

### **8.31 Conditions of Separation**

At the time of separation and prior to the final payment of moneys due, all records, assets, or other items of Town property in the employee's custody shall be transferred to his department head. In the event that all items in the employee's custody are not returned to the Town of Madison, an amount representing the value of the unreturned property shall be deducted from the employee's final compensation or collected through other appropriate action.

### **8.32 Payment of Earned Compensation and Leave upon Separation**

Employees who are separated from Town service shall receive payment for all earned salary and accumulated vacation and personal time, subject to normal deductions and for any indebtedness. Retiring employees may be eligible for payment of accrued sick leave in accordance with Section 9.31.

### **8.40 Resignation**

An employee resigning from Town service in good standing is required to submit in writing a notice of resignation to the department head, including reasons and the effective date, at least fourteen (14) calendar days in advance. Department heads and exempt employees are required to give the Town of Madison at least thirty (30) days notice of resignation. The department head or First Selectman may permit a shorter period of notice due to extenuating circumstances. The resignation shall be forwarded to the Manager of Human Resources, along with a statement from the department head regarding the resigned employee's service performance and pertinent information concerning the cause of resignation. Failure to comply with this policy may be cause for denying future employment with the Town of Madison.

### **8.50 Layoff**

When a position must be discontinued or abolished due to a change in duties, reorganization, lack of work, or lack of funds, the department head shall submit a report to the First Selectman regarding the departmental employees recommended for layoff.

The First Selectman shall determine the order of layoff of employees based upon employee performance. In the event of a layoff, an employee shall be retained on the recall list for one (1) year from date of layoff.

Regular employees subject to layoff shall be notified in writing, not less than two (2) calendar weeks prior to the effective date, except in emergency cases in which the Town has no opportunity for advance notice.

Employees laid off may be eligible for unemployment compensation and such employees shall be issued an unemployment form upon layoff.

### **8.60 Death**

Separation shall be effective as of the date of death of an employee. All compensation due shall be paid as soon as possible to the estate of the employee, except for such sums as by law may be paid to the surviving spouse.

### **8.70 Retirement**

A pension plan is provided for employees by the Town of Madison. In order to be eligible for retirement, employees must reach a minimum age requirement and have a minimum of five (5) years of service with the Town in order to be vested in the pension plan. Pension benefits and provisions are outlined in a separate document. A special early retirement is available for employees at least age sixty (60) with a minimum of thirty (30) years of credited service.

### **8.80 Dismissal Procedure**

If after remedial and/or disciplinary measures have been tried, an employee's performance, conduct, or other behavior does not improve, it may be necessary to discharge an employee. Certain offenses may occur which are of such a serious nature that immediate dismissal of an employee may be necessary. The department head may, with the approval of the First Selectman, dismiss an employee provided the employee is given written notice of the reasons for the discharge and the effective date (See Sections 10 & 11).

### **8.90 Exit Interviews**

Each separating regular, full-time employee shall be subject to an exit interview which shall be scheduled as near as possible to the employee's last day of work. The exit interview shall be conducted by either the department head, Manager of Human Resources, or First Selectman in order to: identify problems and trends in a particular department; identify more clearly the reasons for termination; obtain information to help future screenings for the position; determine impact of the Town personnel policies and practices; assure that all Town property has been returned; and explain the benefits available to the termination employee.

All exit interviews are confidential. Information provided during the interview process is kept strictly confidential, except as necessary to protect the interests of the Town. A record shall be made of the interview and placed in the employee's personnel file.

### **8.95 Unemployment Compensation**

The Town pays the cost, established by the State of Connecticut, of providing unemployment compensation insurance for its employees. The Town shall provide the appropriate State agencies all data requested in connection with terminations and shall contest all improper claims for unemployment compensation. Only individuals who are unemployed through no fault of their own and are actively seeking work are eligible for compensation from the State.

## **Section 9 – Employee Leave**

### **9.0 General Policy Leave**

Leave is any authorized absence during regularly scheduled work hours that is approved by the proper authority. Leave may be authorized with or without pay and shall be granted in accordance with these rules on the basis of the work requirements of the departments and, whenever possible, the personal wishes of the employee.

**9.05 Procedures for Requesting Leave**

All leaves, other than holiday, sick and injury leave, must be requested and approved by the department head or supervisor prior to taking the leave. An absence slip must be filed with the Personnel Department prior to the leave date.

In the case of a request for sick leave, employees must notify the department head or supervisor as soon as possible of the absence. It is recommended that employees notify the department head or supervisor within the first half-hour of the work day at the department head or supervisor’s worksite. Employees shall also properly notify the department head or supervisor of an absence due to a work-related injury. Absence slips must be filed with the Human Resources Division upon return to work.

Requests for leave of absence without pay must be approved by the department head and/or the Board of Selectmen.

An employee will not be paid for any absence from scheduled working hours, unless such an absence was approved by the department head or supervisor or Board of Selectmen. Such unapproved absences may subject the employee to disciplinary action.

**9.10 Holidays**

Regular full-time and part-time employees shall be granted the following thirteen (13) holidays with pay:

New Year’s Day	Columbus Day
Martin Luther King Day	Veteran’s Day
President’s Day	Thanksgiving Day
Good Friday	Day after Thanksgiving
Memorial Day	Day before or after Christmas
Independence Day	Christmas Day
Labor Day	

Employees shall be paid for the above-listed holidays at their daily rate based upon the number of hours normally scheduled to work on said day. Employees shall not receive holiday pay, except as listed in Section 9.11, if the holiday occurs on their normally scheduled day off.

If any of the above-listed holidays fall on a Sunday, the following Monday shall be considered the holiday; if the holiday falls on a Sunday, the preceding Friday shall be considered the holiday.

### 9.11 Work on Holidays

The following policy shall apply to employees regularly assigned the Bulky Waste site or the Maintenance Department. When the holiday is celebrated on an employee's normal day off, he shall receive a holiday compensation day that must be used within the pay period. When the holiday occurs on a day when the employee is required to work, the employee shall be granted equivalent time off within the pay period or receive paid compensation for holiday work.

### 9.20 Vacation Leave

Regular full-time and part-time employees shall receive accrued vacation leave, based upon the following schedule:

Length of Employment	Vacation Accrual
Earned monthly during first year of employment through end of fourth year of employment.	.833 days/month (10 days/year)
Earned monthly commencing on anniversary date of fifth year of employment through end of fourteenth year of employment.	1.25 days/month (15 days/year)
Earned monthly commencing on anniversary date of fifteenth year of employment through end of nineteenth year.	1.68 days/month (20 days/year)
Earned monthly commencing on anniversary of 20 <sup>th</sup> year of employment through end of 20 <sup>th</sup> year.	1.75 days/month (21 days/year)
Earned monthly commencing on anniversary of 21 <sup>st</sup> year of employment through end of 21 <sup>st</sup> year.	1.83 days/month (22 days/year)
Earned monthly commencing on anniversary of 22 <sup>nd</sup> year of employment through end of 22 <sup>nd</sup> year.	1.92 days/month (23 days/year)
Earned monthly commencing on anniversary of 23 <sup>rd</sup> year of employment through end of 23 <sup>rd</sup> year.	2 days/month (24 days/year)
Earned monthly commencing on anniversary of 24 <sup>th</sup> year of employment through end of 29 <sup>th</sup> year.	2.083 days/month (25 days/year)

Earned monthly commencing on anniversary of 30 <sup>th</sup> year of employment, and forward.	2.5 days/month (30 days/year)
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In an effort to recruit experienced, senior level staff, the Town may offer, as a hiring incentive, additional vacation leave to exempt level professionals who have 15 years or more of experience in their related field, or are placed in a position at an E-5 level or above.

Those employees receiving additional vacation leave upon initial hire will, for the purposes of vacation accrual only, be listed as having earned the lower years of seniority associated with the bracket of vacation leave granted.

For example, an employee given three weeks of vacation leave upon initial hire will, for the purposes of vacation accrual only, be listed as having earned five years of seniority; and therefore, the employee will earn vacation time as going forward from year five for future accruals.

**9.21 Rehired Employees (regarding Vacation Leave)**

Vacation time shall be determined by the length of continuous service. For the purpose of computing vacation time, employees who leave the Town service and are later reinstated within two (2) years, shall have their service bridged. Employees rehired by the Town after two (2) years, except as provided in the layoff provision, shall be considered new employees.

**9.30 Sick Leave**

Regular full-time and part-time employees accrue a total of (10) sick days per service year. Paid sick leave can only be used following the completion of the six (6) month probationary period. Unused sick leave shall be accumulated as of the employee’s service anniversary date.

Sick leave can be used only with the approval of the employee’s department head and only for personal illness, personal injury, or required medical or dental treatment. A department head or the First Selectman may require an examination by a physician, at Town expense, to determine the continuation of paid sick leave or an employee’s ability to return to his/her assigned job duties.

An employee is required to submit a doctor’s bill or certificate stating the nature of the illness or injury if the sick leave exceeds five (5) consecutive work days. Failure to provide such certification shall be sufficient to deny such leave.

*Up to three (3) sick days per calendar year per immediate family member, may be taken to care for the illness, injury or medical/dental treatment of an immediate family member: child, spouse, parent, sibling, grandparent. (approved 9/13/10)*

Abuse of sick leave privilege shall be considered sufficient cause for disciplinary action. Sick leave shall not be considered an entitlement to be used at the employee's discretion, but shall be allowed only in valid cases of sickness or disability.

Sick leave records shall be certified on leave forms signed by the supervisor or department head and maintained by the Manager of Human Resources. Upon termination of service, the employee shall not be entitled to compensation in lieu of accumulated sick leave, except as provided in Section 9.3.1. Accumulated sick leave cannot be taken immediately prior to retirement, unless properly chargeable to sick leave.

### **9.31 Accrued Sick Leave Payout**

After June 30, 1996, employees shall not be entitled to sick leave payment upon termination.

Employees hired prior to June 30, 1993 shall receive accrued sick leave payment upon death or retirement, as defined in the current Town of Madison Pension Plan, according to the following schedule of payment:

Death	100% of accrued sick leave
Retirement with less than 15 years of service	No payment
Retirement with 15-20 years of service	50% of accrued leave
Retirement with 20-25 years of service	70% of accrued leave
Retirement with more than 25 years of service	80% of accrued leave

Payment of accumulated sick leave, upon retirement, shall not exceed a total of 140 days payable. Payment can be made in a lump sum or in equal annual installments for up to five (5) years. Payout shall be based upon the employee's 1995/1996 daily rate of pay.

### **9.40 Injury Leave**

If an employee loses time due to a compensable work-related injury or illness, he or she shall be entitled to compensation as required by the State of Connecticut Workers' Compensation Law. An employee with only one or more years of service shall receive benefits equal to his or her normal net weekly pay, with the Town making up the difference between his or her normal net weekly pay and the total workers' compensation (not including indemnity benefits), social security and pension benefits, up to a maximum of eighteen months from the date of injury.

### **9.50 Civil Leave (Jury Duty)**

An employee shall be granted leaves of absence, designated as civil leave, for jury duty. Such leave shall only be during that part of the day that appearance is required. Such employees shall receive their regular salary. Fees received from the court must be turned into the Town. When

such employee is properly excused by the court, he or she shall report back to work. Such paid leave excludes court time as a result of personal actions (civil or criminal actions or violations).

**9.60 Funeral Leave**

Regular full-time and part-time employees shall be granted a leave of absence, with pay, when a death has occurred in the immediate family. Immediate family shall be defined as spouse, child, mother, father, sister, brother, grandparents, grandchild, mother-in-law, father-in-law, sister-in-law, and brother-in-law, stepparents, stepchildren, and step siblings.

The Town, upon approval of the department head, shall provide the following leave of absence for attendance of memorial services and for a period of bereavement:

Paid Leave	
Spouse or child	5 days
Mother, Father, Sister or Brother	3 days
Grandparents, Grandchild	1 day

**9.70 Personal Leave**

Regular full-time and part-time employees, who have completed their probationary period, shall be entitled to up to three (3) paid personal days per calendar year. Utilization of personal days is subject to prior approval by the employee’s department head or supervisor. Personal leave cannot be accumulated.

**9.80 Extended Leave**

The Town of Madison makes available the following extended leaves for its employees with one or more years of service:

- Pregnancy Disability Leave
- Family Medical Leave
- Leave without Pay
- Military Leave

All requests for extended leave must be approved by the employee’s department head and authorized by the First Selectman.

During a leave of absence, the Town shall provide insurance benefits for the employee, subject to the normal contributions toward insurance. An employee enrolled in the payment-in-lieu of benefits program shall not receive said payments until his or her return to active duty.

An employee may not accumulate sick or vacation leave during unpaid leave.

Upon return to duty, an employee shall retain full seniority with the Town and be returned to work in his or her same or equivalent position. If an employee does not return to work within

three (3) days of the stated end of the leave of absence, the employee shall be considered to have resigned from Town service.

### **9.81 Pregnancy Disability Leave**

The Town of Madison makes available up to six (6) weeks of disability leave related to pregnancy. An employee is required to provide medical certification of the time period of her pregnancy disability. Pregnancy disability leave may be extended beyond the normal six (6) week period if the employee provides medical certification requiring continued disability leave. An employee shall utilize her accumulated sick and vacation leave pay during the pregnancy disability absence.

The employee is responsible to make known, in advance, her intention to request said leave, including approximate start and end dates. The employee shall request pregnancy disability leave, in writing, to her department head and a copy shall be forwarded for approval to the First Selectman.

An employee may be required to submit to the Town a physician's statement regarding the advisability and capability of the employee to perform her full work duties prior to the pregnancy disability leave.

Upon return from leave, the employee shall be reinstated with full seniority to her same or equivalent position.

Pursuant to Section 46A-60 of the Connecticut State Statutes, the Town of Madison shall not (1) terminate an employee because of pregnancy; (2) refuse a reasonable leave of absence for disability related to pregnancy; or (3) deny an employee, who is disabled as a result of pregnancy, any compensation to which she is entitled.

Pregnancy disability leave shall also be considered Family Medical Leave.

### **9.82 Family and Medical Leave Act (FMLA)**

The Town of Madison provides up to 12 weeks of job-protected leave to eligible employees for certain family and medical reasons.

FMLA leave may be granted to an employee for any of the following reasons:

- to care for the employee's child after birth, or placement for adoption or foster care
- to care for the employee's spouse, son, daughter or parent, who has a serious health condition
- for the employee's serious health condition that prevents the employee from performing his/her job

The Town of Madison requires, when possible, advanced notice and medical certification of an employee requesting FMLA leave. Leave may be denied if Town requirements are not met.

The employee ordinarily must provide 30 days advance notice when the leave is “foreseeable,” for example, to care for a child after birth, or placement for adoption or foster care.

If an employee is not able to provide the Town with 30 days notice, because the request for leave is due to a medical emergency, for example, a vehicular accident, notice for Family Medical Leave must be given as soon as possible, at least by verbal notification to the employee’s supervisor.

If an employee gives less than 30 days advance notice for FMLA leave, the employee may be asked by the Town to explain the extraordinary circumstances of his or her request. Again, failure to properly notify the Town of absences may cause a delay or a denial of FMLA leave.

You are required to substitute the following accrued leave for any (otherwise) unpaid portion of this FMLA leave. If you do not have sufficient accrued sick leave to substitute for the entire portion of any FMLA leave, you must use any accrued paid personal or vacation leave (in that order) for any (otherwise) unpaid portion of this FMLA leave. Thereafter, your leave will become unpaid when you have used all of your accrued paid leave. Paid and unpaid leave shall be counted as FMLA.

### **9.83 Leave without Pay**

Employees may request a leave without pay from the Town of Madison for up to six (6) months. Such leave may be an extension of Family Medical Leave, or for other extenuating circumstances.

Leave must be requested to the employee’s department head at least two (2) weeks in advance, and forwarded for approval to the First Selectman. Extension on any leave beyond a six-month period must be approved by the Board of Selectmen.

### **9.84 Military Leave**

Employees of the Town, who are members of a Reserve Unit of the Army, Navy, Marine Corps, Coast Guard, or Air Force of the United States of America shall be entitled to absent themselves from their duties with the Town of Madison while engaged in required field training in such a unit. No such employee shall be subjected to any loss or reduction of seniority, vacation, or holiday privileges. While engaged in such training, the Town shall pay the difference between the employee’s compensation for military activities and his or her regular compensation up to a maximum of ten (10) working days per fiscal year.

Pursuant to Section 7-462 of the Connecticut General Statutes, any employee who leaves the service of the Town for the purpose of entering the armed forces of the United States shall be reinstated to his or her former position and duties, provided he or she makes application for return to such service within ninety (90) days after he or she has received a certificate of satisfactory service from the armed forces. The First Selectman shall certify, in writing, that such employee is able and qualified to perform the work required and there is work available. In considering the factor of availability of work, the Town shall replace, by the returning employee, any employee with less service who was employed for the purpose of filling the position vacated

by such returning employee. Any employee returning to the service of the Town shall be credited with the period of such service in the armed forces to the same extent as though it had been a part of the term of service in the Town.

If the laws of the United States provide for more extensive military leave rights than the provisions of the State Statute, the Federal laws shall prevail and the greater rights shall be granted.

### **9.90 Absence without Leave**

Any absence of an employee from work, including an absence for a whole or a part of a day, that is not authorized by a specific grant of leave of absence, under the provisions listed in this section, shall be deemed an absence without leave. Any such absence shall be without pay and may subject the employee to disciplinary action. Any employee who is absent from work for three (3) consecutive work days, or on three (3) separate occasions for less than a total of three (3) days without prior approval or notification to his or her department head shall be considered to have resigned from Town service.

## **Section 10 – Disciplinary Action**

### **10.0 Discipline**

It is the responsibility of all employees to observe the rules and regulations necessary for the proper operation of the departments in the Town of Madison. Department heads are responsible for the proper and efficient operation of their departments and enforcing Town rules and regulations. Department heads are authorized to apply, in certain cases with the approval of the First Selectman, any such necessary disciplinary measure. A copy of all disciplinary actions shall be placed in the employee's personnel file.

### **10.10 Types of Disciplinary Action**

The type of disciplinary action shall vary with the severity of the situation and may include the following measures: oral and/or written reprimand; disciplinary probation; suspension and discharge. In all types of disciplinary actions, an employee shall be notified of future disciplinary action that shall be taken if the problem situation continues.

### **10.20 Reasons for Disciplinary Action**

Disciplinary action may be imposed upon an employee for conduct or actions which interfere with or prevent the Town from effectively and efficiently discharging its responsibilities to the public. The following activities shall be sufficient cause for disciplinary measures by the Town

of Madison. This list is illustrative only and should not be considered to include all reasons for disciplinary action:

- Activities prohibited by the Town By-Laws, Rules and Regulations, Charter, Ordinance or State Law.
- Failure to meet prescribed standards of work, morality or ethics to an extent that makes an employee unsuitable for employment in the Town service.
- Theft, willful misuse, misappropriation, negligence or destruction of Town property, or conversion of Town property for personal use or gain.
- Incompetence, inefficiency or negligence in the performance of duties.
- Insubordination that constitutes a serious breach of discipline.
- Unwillingness or inability to perform normal quality and quantity of work.
- Conviction of a criminal offense.
- The use of abusive language toward a superior, another employee or the public.
- Improper personal conduct when dealing with other people.
- Fraudulently obtaining sick or injury leave.
- Unauthorized absences or abuse of leave privileges.
- Habitual use of, sale of, or possession of intoxicating beverages, or abuse of narcotics, drugs, or other controlled substances so as to interfere with performance or the efficiency of Town service.
- Intoxication from use of alcoholic beverages, narcotics, drugs or other controlled substances while on Town or on Town property.
- Acceptance of any valuable consideration which was given with the expectation of influencing the employee in the performance of his/her duties.
- Falsification of records or use of official position for personal advantage.
- Dishonesty, deliberate untruthfulness, intoxication, recklessness on the job, habitual tardiness, misconduct, and attitudes which constitute an unwholesome influence on other employees.
- Action or conduct affecting or impairing the efficiency of the Town service or that may bring the Town into disrepute.

### **10.30 Reprimand Procedure**

If a department head determines that a reprimand is an appropriate disciplinary action, the employee may receive an oral or written warning. The reprimand should state the reason(s) for the disciplinary action, an offer of assistance, on the part of the department head, to correct the problem situation, as well as, a time frame in which the employee is required to correct the problem activity.

Oral reprimands should not be presented to the employee in public or before another employee. A copy of a written reprimand shall be given to the employee. A copy of the reprimand and/or a notice of the reprimand shall be placed in the employee's personnel file. Multiple reprimands for different matters may lead to further disciplinary action.

### **10.40 Disciplinary Probation Procedure**

The department head, with the approval of the First Selectman, may place an employee on disciplinary probation for a period of up to three (3) months. The employee shall receive written notification of the disciplinary action, including the effective starting and ending dates of the probation. Any employee may be discharged at any time during disciplinary probation if the problem activity is continued.

At the expiration of the disciplinary probation period, the department head shall notify the First Selectmen whether the probation has been removed or if the employee requires further disciplinary action.

### **10.50 Suspension Procedures**

A department head, with approval of the First Selectman, may suspend an employee, either with or without pay. The employee shall receive written notice stating the reason(s) for the suspension and the effective date. At the end of the suspension period and after a reasonable observation period, the department head shall recommend to the First Selectman whether to retain or discharge said employee.

### **10.60 Demotion**

Upon approval of the First Selectman, a department head may reduce the salary of an employee whenever the employee's work or conduct so warrants.

### **10.70 Discharge**

It is the Town's policy to make every effort to avoid unwarranted discharges. However, as it is necessary to enforce Town rules fairly and consistently, violations of Town rules, as set forth, may result in discharge.

A department head may discharge an employee, upon approval of the First Selectman, if the situation warrants such action. It is recommended, that under reasonable circumstances, department heads adhere to the following schedule of disciplinary action:  
(As stated earlier, based upon the severity and the repetitiveness of the disciplinary situation, some of these stages may be bypassed.)

1. Verbal Warning
2. Written Warning
3. Suspension
4. Discharge

An employee may be suspended with pay when immediate action is necessary and/or the department head needs to review the facts of the cases. The employee shall be notified, in writing, as soon as possible, the outcome the department head's review.

Discharge notification to the employee shall be conducted by the department head and/or

Manager of Human Resources. A record of the discharge hearing shall be placed in the employee's personnel file.

## **Section 11 - Employee Complaint/Hearing Procedure**

### **11.00 Employee Complaints**

Employee complaints concerning the administration of the disciplinary policies outlined in Section 10, or any other policy stated in this Personnel Manual shall be presented as follows:

**Department Head** - The employee shall first notify his/her department head, in writing, of the nature and facts of the complaint within three (3) working days from its occurrence. The department head shall return his/her resolution of the complaint, in writing, within three (3) working days after such notification.

**First Selectman** - If the department head's resolution of the complaint is not satisfactory to the employee, he/she shall submit such complaint, in writing, to the First Selectman within three (3) working days from the receipt of the resolution from the department head. The First Selectman may refer the matter to the employee's Board/Commission, if appropriate per Town Charter or State Statute.

Within five (5) working days of the receipt of the complaint from the employee, the First Selectman shall call a hearing to review the nature and facts of the complaint. The First Selectman may call the employee, department head or any other person involved in the complaint to said hearing. Within ten (10) working days of the hearing, the First Selectman shall render a decision, in writing, to all concerned.

**Board of Selectmen** - If the First Selectman's resolution of the matter is not satisfactory to the employee, he/she may submit such complaint, in writing, to the Board of Selectmen within five (5) working days from the receipt of the resolution from the First Selectman.

The Board of Selectmen shall call a hearing to review the nature and the facts of the complaint within fourteen (14) working days from receipt of the written notification from the employee. The Board of Selectmen may call the employee, his/her representative, if any, the department head, and any other persons involved in the complaint to attend said hearing. If the employee cannot attend the meeting, he/she shall be allowed one (1) rescheduling of the Board of Selectmen's hearing. Within fourteen (14) working days from the hearing, the Board of Selectmen shall render a decision, in writing, to the appropriate parties. The decision of the Board of Selectmen shall be final without further procedural appeal.

**Discharge** - In the complaint of a discharge notification, the employee shall request a review of the matter directly to the Board of Selectmen. The employee shall notify the Board of Selectmen, in writing, within five (5) working days from the notification of discharge. The Board of Selectmen shall call a hearing within fourteen (14) working days

from the receipt of the notification. If the employee cannot attend the scheduled meeting of the Board of Selectmen, he/she is allowed one rescheduling of the hearing date. A decision on the hearing shall be rendered by the Board within fourteen (14) working days from the date of the hearing.

The registering of legitimate problems or complaints shall in no way prejudice the individual's employment with the Town of Madison.

## **Section 12 - Anti-Drug Policy**

**12.00** It is the policy of the Town of Madison to comply with Federal Guidelines to maintain a drug and alcohol-free workplace for all employees of the Town of Madison. The Town of Madison is firmly committed to operating in the safest and most efficient manner possible. As a responsible employer, the Town of Madison is also committed to promoting the safety and welfare of its employees and the public. The widespread problem of drug and alcohol abuse in our society is a potential threat to those objectives, endangering not only the public, but also the future of the Town of Madison and the personal lives of its employees.

It is the responsibility of each employee to ensure that he/she is drug-free in compliance with this policy. All Town departments conducting Town of Madison business, whether at Town Hall or any other Town site, are declared to be drug-free workplaces.

All employees are absolutely prohibited from unlawfully manufacturing, distributing, dispensing, processing or using controlled substances in the workplace.

The following is a partial listing of controlled substances:

1. Narcotics (heroin, morphine, etc.)
2. Cannabis (marijuana, hashish)
3. Stimulants (cocaine, diet pills, etc.)
4. Depressants (tranquilizers)
5. Hallucinogens (PCP, LSD, "designer drugs", etc.)

The Health Department can provide a complete listing and explanation of controlled substances.

Any employee violating the above policy is subject to discipline, up to and including termination, for the first offense.

Any employee of the Town of Madison convicted of violating a criminal drug statute in the workplace must inform the Town of such conviction (including pleas of guilty or nolo contendens) within five days of the occurrence of the conviction. Failure to inform the Town subjects the employee to disciplinary action up to and including termination for the first offense.

The Town reserves the right to offer employees convicted of violating a criminal drug

statute in the workplace participation in an approved rehabilitation or drug-abuse assistance program as an alternative to discipline. If such a program is offered, and accepted by the employee, then the employee must satisfactorily participate in the program as a condition of continued employment.

## **APPENDIX A**

### **ALCOHOL AND CONTROLLED SUBSTANCE TESTING**

A. The Town of Madison has adopted and implemented an alcohol and controlled substance testing policy in accordance with the following federal rules and regulations which are applicable to the Town of Madison:

\* Department of Transportation, Federal Highway Administration, 49 CFR Parts 40, 382, 391, and 394 - Controlled Substance Testing, and Public Act 95-140 of the State of Connecticut.

This policy applies to driver applicants, drivers of commercial motor vehicles with a gross vehicle weight rating (G VWR) over 10, 000 pounds, drivers transporting sixteen (16) or more passengers (including the driver) and drivers who transport hazardous materials.

#### **B. CATEGORIES OF TESTING**

Detection will be accomplished through the following categories of drug and alcohol testing as outlined in 49 CFR Part 40:

1. Pre-employment
2. Random
3. Reasonable Cause

4. Post-Accident
5. Return-To-Duty
6. Unannounced Follow-Up Testing

The drugs that will be tested for are as follows:

Marijuana, Cocaine, PCP, Opiates, Amphetamines, Alcohol (Breath Alcohol Content BAC - levels of .02 to .039 will preclude an individual from driving a truck for a period of 24 hours. Levels above > .04 is considered positive. All drivers with BAC levels >.02 will be provided transportation to their residence.)

The Town of Madison shall train all appropriate supervisory personnel to recognize the signs and symptoms of substance abuse.

#### C. DRUG AND ALCOHOL TESTING POLICY STANDARDS

Drivers are prohibited from using, being impaired by, under the influence of, being in possession of, manufacturing, dispensing or distributing any controlled substance. The illicit use of controlled substances is prohibited at any time. Any driver who tests positive as indicated by the test and confirmed by the Medical Review Officer at the testing facility will be subject to disciplinary action up to and including termination. Upon testing positive, the driver has the right to have the "split" specimen analyzed at a different certified laboratory. If requested, this test will be performed at the driver's expense. In the event a driver cannot "void" (shy bladder) after consuming 24 fluid ounces over a 2 hour period, the driver will be evaluated by a medical doctor to determine if this is a physical problem. If not, the test will be classified as a "refusal", i.e. dealt with as a positive.

Any driver who tests positive for alcohol, BAC .04 or higher, will be subjected to disciplinary action, up to and including discharge. Any driver who tests positive will be evaluated by a Substance Abuse Professional (SAP) to determine if treatment is needed. A BAC > .02 but < .04 will result in the driver being removed from their safety-sensitive duty for a minimum of 24 hours and is subjected to disciplinary action, up to and including discharge. In the event that a driver cannot perform the breath test (shy lung), he/she will be evaluated by a medical doctor to determine if there is a medical condition that prohibits the driver from performing the breath test. If the doctor determines that there is not an existing medical condition, the test will be classified as a "refusal", i.e. dealt with as a positive.

Any rehabilitation services resulting from a positive drug or alcohol test will be paid by the employee.

#### D. USE OF PRESCRIPTION AND OVER THE COUNTER MEDICATION

The Town of Madison will permit prescribed and over-the-counter medication and/or use of medication on the Town of Madison's premises, specifically prescribed for the employee by his/her physician, that is clearly labeled with the employee's name and the name of the medication, provided the substance is used at the dosage prescribed or authorized and it does not impair their ability to perform in their job or endanger

their safety or the safety of others. It is the responsibility of the employee to notify their immediate supervisor that they are using a prescription drug and to produce documentation of this drug prior to commencing work.

The Medical Review Officer will make a good faith judgment, with knowledge of the employee's assigned duties and on the basis of the available medical history, that use of the substance by the employee at the prescribed or authorized dosage levels is consistent with the safe performance of the employee's duties. Any medication brought on the Town of Madison property must be carried in its original container.

E. COOPERATION WITH TESTING PROCEDURE

Each driver required to be tested pursuant to this policy must cooperate with the collections procedures. If a person refuses to cooperate with the collection site process, the collection site person shall inform management and shall document the non-cooperation on the Urine Custody and Control form. Any person who refuses to cooperate in providing a sample or is found to have, in any way, tampered with or substituted a sample shall be subject to disciplinary action, up to and including discharge.

F. EMPLOYEE AWARENESS PROGRAM  
SUPERVISORY TRAINING PROGRAM

A major tool in the battle against drug use is education and awareness. Accordingly, the Town of Madison will educate its employees about the dangers of drugs, and their effects and consequences. The education program will help motivate employees to understand the problems associated with using drugs, the misuse of alcohol, and the ways such use could compromise their personal relationships, as well as, their functioning on the job. To accomplish this objective, a number of approaches will be taken to include the following.

- An employee education and training program for all employees who perform driving functions. The education component shall include informational material and a copy of the Town policy.
- The training component for drivers shall include information on the effects and consequences of drug and alcohol abuse on personal health, safety and the work environment, and the manifestation and behavioral cues that may indicate drug and alcohol abuse.

Supervisory employees who will be determining when an employee is subject to drug and alcohol testing, based upon reasonable suspicion under this policy, shall receive at least one (1) hour of additional training on the physical, behavioral and performance indicators of probable drug use and one (1) hour on the symptoms of the abuse of alcohol.

G. TESTING METHODOLOGY

All drug testing conducted pursuant to this policy will be performed via urinalysis. Alcohol tests may be conducted by the use of an initial screen (non-evidentiary test) and

if the presence of alcohol is detected, the confirmation test will be conducted on an Evidentiary Breath Test unit (EBT). In the absence of a non-evidentiary test, the screening test will be conducted on an EBT. The EBT will be operated by a Breath Alcohol Technician (BAT). All of the above procedures will be consistent with 49 CFR Part 40.

#### Pre-employment Testing

All final applicants for employment as drivers are required to submit to a drug test. The applicant will be informed that the urine specimen being collected will be tested for drugs to include marijuana, cocaine, opiates, phencyclidine (PCP) and amphetamines. Final applicants will be required to sign a form consenting to the drug test and authorizing the release of any test results to the Town of Madison.

Any applicant who decides not to cooperate in the pre-employment drug test may withdraw their application. No record will be maintained of the declination. Final applicants who test positive for drugs will be rejected for employment. Any employee who does not perform the function of a driver may not transfer to this function until the employee passes the drug test administered under this section.

#### Random Test

All drivers will be subject to random drug and alcohol testing at the annualized rate determined by the DOT FHWA regulations. Selection of employees to be tested will be administered by a third party management company utilizing a validated computerized random selection program. This program ensures that every covered employee has an equal opportunity of being selected at any given time.

Notification of an employee's selection will not be provided until the employee's tour of duty in which the drug and alcohol test is to be conducted. Immediately upon notification of being randomly selected the employee is to proceed to the collection facility.

#### Reasonable Cause Testing

Drug Test: Drivers are required to submit to a urine analysis for the purpose of detecting the presence of controlled substance when a supervisory employee has reasonable cause as defined below.

Under this type of testing, the employee will be removed from service pending the outcome of the test(s). The employee will be returned to service if the outcome of the test(s) is negative.

In all cases where an employee is subject to reasonable cause testing, an evidentiary report of reasonable cause must be completed and signed by a supervisor before the test is administered. Supervisory employees must receive at least one (1) hour of training in the physical, behavioral, and performance indicators of probable drug use if they will be determining when an employee is subject to testing based on reasonable cause.

"Reasonable cause" exists when a supervisory employee believes, based upon facts, circumstances, physical evidence, physical signs and symptoms or a pattern of performance and/or behavior that would cause a trained supervisor to reasonably conclude that an employee has violated the prohibitions of this policy. Reasonable suspicion does not require certainty. Mere hunches or "gut feelings", however, are not valid in making a reasonable cause determination. If supervisors with training in the identification of the signs and symptoms of drug use reasonably conclude that there are objective facts indicative of use of drugs, this is sufficient justification for testing.

#### Alcohol Test:

Reasonable suspicion for alcohol abuse exists when a trained supervisory employee suspects that alcohol involvement has interfered with an employee's present ability to safely perform a safety-sensitive function. This shall be based upon specific, contemporaneous, articulable observations concerning the appearance, behavior, speech, or body odors of the employee.

#### Post-Accident Testing:

Under this type of testing, employees will be removed from service, pending the outcome of the test(s). The drug test(s) must take place within 32 hours of an accident as defined below.

The alcohol test should be conducted within 2 hours, but not later than 8 hours, after the accident. If the test is not conducted within these parameters, the reason why must be documented. The employee will be returned to service if the outcome of the test(s) is negative.

Post-accident testing is required of any driver involved in an accident as defined, "Accident" means an occurrence associated with the operation of a commercial vehicle, if- a) there is a fatality (test is mandatory); b) a vehicle is towed from the scene of the accident and a citation is issued to the driver; and c) medical treatment is administered away from the scene of the accident and a citation is issued to the driver. Except in cases involving a fatality, a test is not required if a citation is not issued to the driver.

#### Return to Work Testing:

After completing any required rehabilitation, any driver who tested positive must have a negative return-to-duty test result before returning to a safety-sensitive job function.

#### Unannounced Follow-Up Testing:

Upon returning to work (after a negative Return-To-Duty test), the MRO or SAP will schedule unannounced follow-up test for up to 60 months. For alcohol, at least 6 tests must be conducted in the first 12 months upon reporting to work.

## H. URINE COLLECTION AND ALCOHOL TESTING PROCEDURES

All aspects of urine analysis, drug and alcohol testing, collection and chain of custody procedure shall be conducted in strict accordance with the Town of Madison's Substance Abuse Testing Procedures and DHHS Standards as outlined in 49 CFR Part 40.

I. TRUCK DRIVERS ADMITTING TO DRUG AND/OR ALCOHOL ABUSE PRIOR TO NOTIFICATION OF TEST

In accordance with and subject to other applicable policies and procedures, a driver who admits to controlled substance abuse and/or alcohol abuse, prior to notification that a random or "reasonable cause" test will be given, may avoid termination on the basis of drug abuse or alcohol misuse and will be allowed the opportunity for reform. Any rehabilitation cost may be paid for by the employee's health insurance provided by the Town of Madison, up to the limits and coverage of the policy.

**APPENDIX B**

**Harassment Complaint Procedure**

Supervisors are responsible for insuring compliance with this policy, both in their own actions and in the actions of those who report to them.

The Town of Madison encourages prompt reporting of complaints so that a rapid response may be made and appropriate action taken. If you believe that you have been the subject of harassment or discrimination on any of the bases enumerated above, or that you have observed actual or perceived harassment or discrimination, you should:

- Be clear and direct in communicating to the harasser that his/her advances are **unwelcome** or his/her behavior is offensive or demeaning, and request for the behavior to stop;
- Immediately contact the Human Resources Department to report any sexual harassment complaint. If you feel harassed by a member of the Human Resources Department, please contact the First Selectman instead by telephone or in person;
- Keep records of the date, time, place, people involved, witnesses, and who said what to who; and
- The Town recommends that the attached complaint form be completed and provided to the Human Resources Department.

All allegations of harassment will be taken seriously and will be treated with respect for the privacy of all concerned. The Town will not in any way retaliate against an individual who makes a report of harassment, nor permit any employee to do so. Retaliation is a serious violation of this policy and should be reported immediately. Any person found to have retaliated against another individual for reporting harassment or serving as a witness will be subject to the same disciplinary action provided for harassment offenders.

After receiving the complaint, the Manager of Human Resources will promptly conduct a fair and impartial fact-finding investigation to determine if the complaint has substance. In most

cases, the Manager of Human Resources conducts the investigation. However, the Town might appoint a qualified representative or an independent outside investigator to lead the investigation, if necessary, to expedite the resolution of a complaint or resolve any potential conflict of interest. In any case, a second person should accompany the primary investigator during all interviews with the complainant, respondent, and witnesses, so that information obtained during the interviews can be corroborated.

The Town is committed to fair and impartial treatment of all parties involved in any such complaint. The Town encourages employees to come forward with justified complaints. For further information, contact the Human Resources Department.

## Madison Youth Services Board Policy

V.3.32 \*Madison Youth and Family Services performs criminal checks on persons who wish to be considered for direct service positions prior to acceptance.

3.33 Members of Madison Youth and Family Services Board of Directors are not eligible for employment within the agency.

\*Definition: Direct Service staff shall be defined as any personnel (Exempt, non-exempt, adult volunteer, or contracted individual service provider) with regular, direct, programmatic contact with children or youth except adult Safe Rides volunteers.

## Madison Youth and Family Services Board Policy

V.5.11 Madison Youth and Family Services staff members and contractual service providers may maintain other employment and/or a private counseling caseload providing it does not conflict with their duties at the agency.

No staff members or contractual service providers may refer a client to their private practice or the private practice of another staff member or contractual service provider unless that client's needs cannot be adequately met by any other service provider within a reasonable distance.

**REGULATIONS OF THE TOWN OF MADISON BOARD OF FINANCE**



REGULATIONS  
OF THE  
TOWN OF MADISON  
BOARD OF FINANCE

Revised: October 19, 2011

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Approved: October 21, 1998  
Revised: May 23, 2001  
Revised: August 22, 2001  
Revised: December 17, 2003  
Revised: May 18, 2005  
Revised: June 15, 2005  
Revised: May 23, 2007  
Revised: September 19, 2007  
Revised: October 17, 2007  
Revised: March 19, 2008  
Revised: September 18, 2008  
Revised: March 18, 2009  
Revised: April 22, 2009  
Revised: May 20, 2009  
Revised: November 18, 2009  
Revised: April 21, 2010  
Revised: July 14, 2010  
Revised: February 16, 2011  
Revised: April 14, 2011  
Revised: May 19, 2011

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## **Section 1. Creation and Modification of Policies and Procedures**

### ***Purpose***

To ensure the orderly conduct of town business, all policies and procedures need to be reviewed regularly and modified as required.

### ***Policy***

In accordance with the Charter of the Town of Madison and the Statutes of the State of Connecticut, the Board of Finance of the Town of Madison maintains regulations which prescribe the financial and accounting activities of the town government which apply to the financial systems and accounts used by all boards, commissions and departments of the Town of Madison.

An Accounting Procedures Manual prepared by the Finance Department and approved or amended by a vote of the Board of Finance, shall be considered part of these policies.

These policies and procedures may be approved or amended only by a vote of the Board of Finance.

### ***Procedures***

Additions, deletions and changes to Board of Finance policies or procedures may be requested by the Board of Selectmen, Board of Education, or the Board of Finance.

Requests for additions, deletions or changes to the Accounting Procedures Manual may be reviewed by the Board of Education (where applicable the Director of Finance, and the Board of Selectmen) prior to consideration by the Board of Finance.

All requests for additions, deletions or changes to the Board of Finance Regulations or the Accounting Procedures Manual shall be presented at a meeting of the Board of Finance and approved by vote of the Board.

These Policies and Procedures shall be reviewed by the Board of Finance at least once during each five-year period.

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## **Section 2. Reserve and Capital Project Funds**

### ***Purpose***

To appropriate sums of money on an annual basis which will accumulate to provide funding for long-term financial obligations of the town.

### ***Policy***

New reserve and capital project funds may be created only by a vote of the Board of Finance.

Monies held in these funds shall earn interest at the same rate as the general fund of the Town.

All interest earned by reserve and capital project funds shall be transferred to the general fund of the Town.

The audited annual financial statement shall report the total appropriations into and out of each reserve and capital project fund during the preceding year.

### ***Procedures***

#### **Creation of Reserve and Capital Projects Funds**

Creation of such a fund may be requested by the Board of Selectmen, the Board of Education, or the Board of Finance. The request will specify in writing:

- Proposed name and type of fund - reserve or capital project
- Purpose of the fund
- Initial funding requests; should be greater than \$10,000.
- Schedule of anticipated budget appropriation requests, anticipated non tax reimbursements, and estimated expenditures from the fund for a five year period
- Sunset date for fund or review date of five years from inception if no sunset is anticipated
- Accounting procedures necessary for the administration of the fund.

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## **Appropriations to Reserve and Capital Projects Funds**

All appropriations to reserve or capital project funds shall be recommended by the Board of Finance and approved by the legislative body through the annual budget process or as otherwise specified by Town Charter. The Board of Selectmen and/or the Board of Education may request that the Board of Finance recommend such an appropriation but such request is not to be considered binding upon the Board of Finance.

- Both the annual budget document and the budget summary as published in the local newspaper shall include separate sections entitled “Reserve Funds” and “Capital Projects Funds”.
- Appropriations for reserve and capital project funding shall be listed in the budget document and published summary, and the actions of the Budget Referendum shall constitute approval or disapproval of the appropriation amounts listed for that budget year.
- The annual budget document as recommended by the Board of Finance will contain an itemized listing of projected expenditures for Major Roads Capital Project Fund.

## **Expenditures from Reserve and Capital Projects Accounts**

Requests for expenditures from reserve and capital project funds shall be approved by the Board of Selectmen in accordance with the specific administrative procedures for each fund, as defined in Appendices A and B of this document.

Identified projects within reserve and capital project funds shall be assigned an account number prior to request for expenditures, and the Director of Finance shall certify that funds are available for said project.

- All expenditures for the project shall be assigned to that account for purposes of tracking these expenditures.
- Expenditures may be made only in accordance with the stated purpose of the reserve and capital project account.

## **Reimbursements to Reserve and Capital Projects Funds**

Reimbursements to these funds may be from grants, donations, returns, refunds or payments in lieu of services. They may be credited to a reserve or capital project fund with the approval of the Director of Finance and as specified in the Madison Accounting Procedures Manual.

## **Discontinuance of Reserve and Capital Projects Funds**

A reserve or capital project fund may be discontinued by vote of the Board of Finance. The Board of Selectmen, the Board of Education or the Director of Finance may also request that the Board of Finance discontinue a reserve or capital project fund. The Board of Selectmen, the Board of Education and the Director of Finance shall be notified of such proposed action at least sixty days prior to a scheduled vote. Funds remaining in discontinued reserve or capital project funds shall be transferred to the general fund of the Town.

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## **Reporting of Reserve and Capital Projects Funds**

Reports shall be prepared periodically by the Finance Department summarizing expenditures, appropriations and current balances of reserve and capital project funds, and such reports presented at a regular meeting of the Board of Finance.

The Board of Selectmen shall have prepared by the first day of March of each year a report showing beginning balance, approved appropriations, estimated expenditures, reimbursements and projected year-end balances for each reserve and capital project fund. The Board of Selectmen shall have prepared by the first day of March of each year a five-year schedule of proposed appropriations and anticipated expenditures from and reimbursements to each reserve and capital project fund.

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## **Section 3. Lease / Purchase Agreements**

### ***Purpose***

To ensure the assessment of the full budgetary impact of every lease / purchase agreement.

### ***Policy***

No agency, board or commission, including the Board of Education, shall enter into a lease/purchase agreement unless it shall have first been approved by the Board of Finance, and any lease/purchase agreement not so approved by the Board of Finance shall be void and not binding upon the Town. This regulation shall be construed to supplement and be in addition to the requirements of the lease/purchase policy of the Town which includes review prior to execution by the Town Attorney or the Board of Education Attorney and other applicable agencies.

### ***Procedures***

When any town Board, Commission or agency is considering plans to enter into a lease / purchase agreement, it must appear before the Board of Selectmen to outline the following:

- Rationale for lease / purchase of property or equipment
- Total cost, including an amortization schedule
- Length of lease
- Lease document including non-appropriation of funds clause
- Liability and warranty statements

Vendor selection should be accomplished according to the regulations of the acquiring board or commission.

The entire lease / purchase agreement should be distributed to the Board of Finance in a meeting packet.

Approval will be by a vote of the Board of Finance.

Adopted: November 5, 1996

Revised: December 17, 2003

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## **Section 4. Beach and Recreation Activities Account**

### ***Purpose***

To provide the Beach and Recreation Commission with a financial vehicle which shall be used to establish programs funded by users fees.

### ***Policy***

A revolving account has been established for the Beach and Recreation Commission for activities that can document that they will be sufficiently supported by the users of the programs to pay all of the direct costs of the program and contribute a goal of 25% to the overhead cost.

The Town of Madison Beach and Recreation Department fee assistance program assists residents in over-coming financial limitations so that they may participate in recreation programs. Eligibility for the program may be determined by the Department of Youth and Family Services and recommended to the Beach and Recreation Department. Consideration for maintaining a goal of 25% of direct program costs for each program activity offered will be offset by documentation of assistance provided to program participants.

User-funded programs complying with this definition will not be included as separate line items in the annual budget.

### ***Procedures***

#### **Program Approval**

Each program will be reviewed in detail and approved by the applicable Board or Commission before the program is advertised. Any program that does not meet the 25% contribution to overhead will not be run without express approval of the Beach and Recreation Commission. If contribution of 30% or more to overhead is continually achieved on an individual program, that program fee should be reduced. All programs and program fees are subject to the Board of Selectmen review and approval. All programs must meet the below criteria before they are started. This includes a policy, liability and cost analysis to insure that:

- All liability exposure is known and properly covered with insurance.
- Any individual program that is expected to exceed \$20,000 in revenue shall be considered a major program and shall be reviewed by the Board of Selectmen prior to implementation.
- All instructors shall be paid through the regular payroll process. Exception: Any instructor who owns his or her own business shall be paid upon completion of said

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program. Instructors who own their own business shall, prior to the start of a course, show proof of insurance for both general liability and workers' compensation.

### **Program Controls**

- As part of the annual budget presentation, the Beach and Recreation Commission will project the next year's activity. This will include both an expense and revenue figure with general back up data. This program, along with a six-month status report of the current program, will be presented to the Boards of Selectmen and Finance in January or February of each year (at the budget workshop) for review and approval.
- Only program funds will be allowed in and out of this account. Donations, capital expenditures and Town line item approved dollars will not be allowed in this account. A designated amount of seed money will remain in the account for the following year start up.

### **Program Review**

Program review and reports on the revolving account will be provided as requested, to the Boards of Selectmen and Finance.

Approved by Board of Finance August 22, 2001

Revised by Board of Finance March 18, 2009

Revised by Board of Finance May 19, 2011

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## **Section 5. Undesignated Fund Balance**

### ***Purpose***

To maintain an amount of unreserved funds within the total undesignated fund balance to be available for unforeseen contingencies.

### ***Policy***

The sum of all components identified for the undesignated fund balance level is a minimum of 10% of annual operating expenditures with amounts exceeding the minimum up to the discretion of the Board of Finance.

### ***Rationale***

The Town of Madison is required by Town Charter and Connecticut State Statutes to adopt a balanced budget for each fiscal year. Actual results of operations usually vary from the initial budget plan. Sufficient levels of undesignated fund balance can ensure the continued orderly operation of town government and provision of services to residents and the continued stability of the tax structure. Local governments that have sufficient levels of unreserved fund balance can avoid or reduce budget cutbacks or tax increases if budget shortfalls develop during the fiscal year. State government support of local education expenses and other State grants and reimbursements has varied dramatically from year to year. Final State legislative action occurs after the local budget is approved.

The Town of Madison's formal undesignated fund balance policy maintains adequate unencumbered reserve funds to accomplish the following objectives:

- (1) Maintain adequate reserves to support one months expenditures
- (2) Maintain adequate reserves to maintain sufficient funds available for appropriation for unforeseen expenditures or unforeseen shortfall in revenue after adoption of the annual budget
- (3) Maintain adequate reserves for mill rate relief in subsequent budget years
- (4) Maintain additional levels of reserves as deemed appropriate by the Town Board of Finance.

The maintenance of undesignated levels is not to be construed as surpluses or over taxation by the town; rather it is an element of sound fiscal management required for sustaining a high credit rating and financial management flexibility.

Approved May 23, 2001

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## **Section 6. Debt Service**

### ***Purpose***

To standardize and rationalize the issuance and management of debt by the Town of Madison.

### ***Policy***

Debt financing, to include general obligation bonds and general obligation bond anticipation notes, lease/purchase agreements, and other obligations permitted to be issued or incurred under Connecticut law, shall only be used to purchase capital assets that cannot be acquired from either current revenues or fund balance/retained earnings or capital project funds or fund infrastructure improvements and additions. Assets acquired with debt should last longer than the time it takes to repay that debt.

The Town will endeavor to limit this ratio of debt service to ten (10) per cent of the total Town budget including debt service.

### ***Procedures***

#### **Assumption of Additional Debt**

The Town shall use an objective analytical approach to determine whether it can afford to assume new general-purpose debt beyond what it retires each year.

- The criteria used shall be the ratio of net annual debt service expenditures to total budgeted expenditures in the General Fund. The State pays part of the principal and interest for some of the Town's school construction bonds, for example, which lowers the property tax burden of repaying the debt.
- In preparing the Town's Capital Improvement Plan, the Town will limit the dollar amount of bonds that are planned to be issued each year. The limit will be that the annual debt service repayment schedule that results from the proposed bond issues will not exceed the above target.

#### **Debt Structure**

Debt shall be in serial or term form maturing in annual or semiannual installments of principal that may mature from one (1) to twenty (20) years, or three (3) to twenty (20) years, commencing no later than thirty-six (36) months from the initial bond date for general purpose and school purpose bonds. Sewer bonds may be amortized for thirty

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(30) years as authorized by Connecticut General Statutes. Principal payments may be equal in amounts or in amounts of principal not one of which shall exceed by more than fifty per cent the amount of any prior installment, as authorized by/or modified by Connecticut General Statutes.

### **Call Provisions**

Call provisions for bond issues shall be made as short as possible, consistent with the lowest interest cost to the Town. When economically feasible, all bonds shall be callable only at par.

### **Sale Process**

The Town shall use a competitive bidding process in the sale of debt unless the nature of the issue warrants a negotiated sale. The Town shall attempt to award the bonds based on a true interest cost basis. However, the Town may award bonds based on a net interest cost basis as long as the financial advisor agrees that the net interest cost basis can satisfactorily determine the lowest and best bid.

### **Rating Agencies**

Full disclosure of operations and open lines of communication shall be made to the rating agencies. Town staff, with assistance of financial advisors, shall prepare the necessary materials and presentation to the rating agencies. Credit rating(s) will be sought from Moody's, Standard & Poor's and/or Fitch as recommended by the Town's financial advisor. The Town shall endeavor to at a minimum to keep its current bond rating with a goal to improve.

### **Continuing Disclosure**

The Town is committed to continuing disclosure of financial and pertinent credit information relevant to the Town's outstanding securities and will abide by the provisions of the Securities and Exchange Commission Rule 15c2-12 concerning primary and secondary market disclosure.

### **Debt Refunding**

Town staff and the financial advisor shall monitor the municipal bond market for opportunities to obtain interest savings by refunding outstanding debt. As a general rule, the present value savings of a particular refunding shall exceed 2.0% of the refunded maturities.

### **Interest Earnings**

Interest earnings received on the investment of bond proceeds shall be accounted for separately and deposited in the General Fund to be used to assist in paying the interest due on bond issues.

Approved September 18, 2002

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## Section 7. Grants

### *Purpose*

To ensure that all funding sources are considered as an integral part of the Town finances.

### *Policy*

No officer, board, commission or other agency of the Town of Madison may accept or reject on behalf of the Town any grant having a value in excess of ONE THOUSAND DOLLARS without first obtaining the approval of the Board of Selectmen and the Board of Finance.

The conditions of the funding must concur with all provisions of the Town Charter and Board of Finance Regulations.

All funding received will be properly deposited in the accounts of the Town and be administered in accordance with the terms of the grant, Board of Finance Regulations, and in compliance with all State and Federal Regulations.

### *Procedures*

#### **The Decision to Pursue External Funding:**

Town officers, boards or commissions are encouraged to explore funding sources for special projects or programs that will enhance the service provided by departments of the town of Madison when local funding is unavailable for this purpose. The Board of Education will continue to operate under their current District Policy #3281 (document attached) for Grants, Gifts and Donations.

This decision to pursue outside funding shall be based on consideration of the following factors:

1. Does the funding provide equipment / services related to health or public safety?
2. Does the funding provide recreational / educational opportunities for residents?
3. Does the funding add to staff workload? If so, consult with the Departments effected for cost and scheduling requirements.
4. Does the funding place restrictions on the town?
5. Does the funding imply endorsement of any business or product by the Town of Madison?

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6. Does the grant maintain fairness and equity among town departments?
  7. Have all yearly costs, not covered by Grant funding, been determined or estimated prior to approval?

**Applications Without Matching Fund Requirements:**

Department heads shall submit requests for grant funding to the Director of Finance or his / her designee for review prior to submission to the granting agency. The Director of Finance or his / her designee shall investigate the conditions of funding sources and decide which of these warrant further consideration by the Board of Selectmen and the Board of Finance. He / she can bring any grant proposal to the First Selectman for further review, but shall bring grant applications to the First Selectman for review if the acceptance of the funding commits the town to future dedication of its own resources.

**Applications with Matching Fund Requirements:**

If the proposal includes any provisions for cost sharing or matching funds by the town, the source of that funding must be clearly described. If the receipt of the grant funding would require any action by the Board of Selectmen or Board of Finance (a line item transfer or special appropriation) the grant proposal must be conceptually approved by those board chairs prior to submission. The First Selectman or Board of Finance Chair may request a hearing before their entire Board prior to giving their approval.

Approved November 20, 2002

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## Section 8. Self-Insurance Plan / Health Care Benefits

The Internal Service Fund was established in June 1994 to implement the funding of a self-insurance plan for health care benefits for the employees of the Town and the Board of Education. The Fund functions as both a source of Annual Funding and as a Reserve fund.

There are two components that determine the amount of the budget appropriation needed each year for the prudent operation of the Fund.

1. Annual Budget Allocation: Each year the annual budget provides an appropriation to the fund on behalf of both the Town and the Board of Education that reflects the estimated costs of health benefits for the upcoming year.

Other income to the fund includes employee cost sharing, payments by retirees, COBRA coverage, and payments from the State Teachers Retirement Board.

The annual budget requests are to be determined as follows:

Separate calculations for the Town budget and the Board of Education budget.

The Director of Human Resources will provide the number of employees, retirees, and others who are to be covered in the upcoming budget year including proposed new positions.

The Administrator provides a health insurance cost figure per enrollee.

This totaled information will provide the estimated total liability for future health benefits.

Added to this is the dollar amount of waivers to be paid to employees who decline health insurance coverage.

The amount of employee cost sharing, payments from retirees, and others, and contributions from the State Teachers Retirement Board are then deducted to determine the appropriate budget request from the Board of Education and the Town.

2. Reserve Fund: The purpose of the Reserve Fund portion is to provide for two eventualities: both of them liabilities. The first liability is the concept of Excess Cost Coverage. The operation of the Internal Service Fund includes the purchase of excess cost insurance that provides an annual maximum liability for both individual claims and also the aggregate of all claims in a fiscal year. The cost of this insurance coverage is included in the estimated cost per enrollee provided by the Administrator. The overall excess cost coverage begins when the aggregate claims experience is greater than 125% of the estimated claims for the upcoming year. It is therefore prudent for the Fund to maintain a Reserve balance equal to 25% of each year's projected costs. The second potential liability is Claims Lag. In the operation of a health insurance plan, there is the concept of "claims incurred but not yet recorded". The length of the period deemed to be "claims lag" is defined as three months. This second potential liability is estimated to be 25% of current claims and would be payable by the Fund if and when the fund is terminated. While there are two reasons to maintain a balance in the Fund of 25% of next year's expenditures, the Board of Finance has taken the position that it is prudent to maintain a reserve balance of only 25 per cent.

Prior to final budget preparation the Board of Finance should review the information that forms the basis of the budget requests and adjust for any changes during the budget process.

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Given that the Internal Service Fund is the Town's largest operating reserve fund, the role of the Board of Finance in the budgeting process for the health insurance line items requires consideration of many factors. In determining the final budget line items for health insurance, the Board of Finance should include the following: The cost estimates provided by the Administrator reflect their "book of business" and their view of cost trends; The Board of Finance should compare the Administrator's trends to the trend of the actual Madison costs and also review our employment and retirement patterns and their effect on future health benefit costs. Also included in this review is the actual cash balance in the Internal Service Fund, and the level of funding required to provide for the appropriate Reserve Fund. The Board of Finance should make any adjustments it deems advisable after their review of the information provided.

During the fiscal year the Administrator shall provide a monthly report of claims experience.

The Finance Department and the Human Resources Department shall maintain financial records as required to operate the "Internal Service Fund".

Board of Finance Approved October 17, 2007

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## **Section 9. Requests for Annual Appropriations**

### ***Purpose***

To shorten the time required for analysis and to standardize the annual budget presentations to the Board of Finance.

### ***Policy***

Boards, Commissions and others wishing to procure funds from the Town of Madison must make a budget request to the Board of Selectmen and Board of Finance during the annual budget workshops.

Not later than April 15, the Board of Finance will recommend a preliminary budget.

The Board of Finance shall publish its recommended budget on or before May 15.

### ***Procedures***

All requests for annual funding must be prepared according to a standard format including:

- Line item categories
- Actual receipts of previous years
- Actual expenditures of previous fiscal year
- Current year's budget
- Estimated revenues projected for current fiscal year
- Estimated expenditures projected for current fiscal year
- Amount of requested funding

Approved by the Board of Finance: December 17, 2003

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## **Section 10. Accounting Procedures Manual**

### ***Purpose***

To standardize accounting procedures.

### ***Procedures***

The Accounting Procedures Manual will be maintained in the Department of Fiscal Services by the Director and updated as required. This separate document, in a loose-leaf binder, will be available for review.

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## **Section 11. Establishing Salary for Selectmen**

Purpose: To establish salaries and benefits for the First Selectman and other Selectmen in a timely manner that is consistent with Town budgets and free from conflicts of interest.

Procedures: As part of budget preparation for the year in which municipal elections are held, the Board of Finance will set the salaries and benefits of the First Selectman, Acting First Selectman, and other Selectmen, such salaries benefits to take effect on January 1 following the election, i.e. midway in the first full budget year after the elections.

The Board of Finance may request assistance from the Director of Human Resources in surveying comparable compensation levels in other towns.

Salaries will be in effect for two years or longer if no subsequent change is made.

A subcommittee of the Board of Finance may be assigned to oversee data preparation for scheduling, costing and funding and make initial recommendations.

Approved by the Board of Finance 12.20.2006.

Amended by the Board of Finance 3.21.07

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## Appendix A. Reserve Funds

### Approved Reserve Funds

1. **Revaluation Reserve Fund**  
Purpose: Reserve Funds for Property Revaluation  
Initial Appropriation: \$229,277 (actual as of 6/30/97)  
Administrative Procedures: Expenditures out of fund must be requested by the Assessor and approved by the Board of Selectmen.
2. **Self-Insurance Reserve Fund**  
Purpose: Reserve Funds for self-insurance associated with the Town of Madison's general insurance program. Funds used for payment of insurance deductibles, claims under deductible levels, loss prevention procedures, heart and hypertension medical obligations, unemployment payments and other related liability exposures.  
Initial Appropriation: \$83,448 (actual as of 6/30/97)  
Administrative Procedures: Expenditures out of fund shall be requested by the Director of Human Resources or the Director of Finance. Expenditures over \$1,000 shall be approved by the Board of Selectmen.
3. **Severance Reserve Fund**  
Purpose: Reserve funds for severance related benefits for Town and Police employees. Funds used for the payment of accrued leave benefits upon termination, severance packages, early retirement programs and other related programs.  
Initial Appropriation: \$133,012 (actual as of 6/30/97)  
Administrative Procedures: Expenditures out of fund shall be requested by the Director of Human Resources and approved by the Board of Selectmen.
4. **SCRRA Fund:** Discontinued 8/15/2000
5. **Open Space Reserve Fund**  
Purpose: Per Section 8-25b of the Connecticut General Statutes and Section 3.11.6 of the Madison Zoning Regulations, a fund was established to be used to preserve open space or acquire additional land for open space or for recreational or agricultural purposes.

Per Section 3.11.7 of the Madison Zoning Regulations, this fund shall be disbursed

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according to all applicable State and Municipal requirements. However, the Planning and Zoning Commission may make recommendations to the Board of Selectmen regarding the use of such funds, taking into consideration recommendations made by the Madison Land Conservation Trust, the Madison Land Use and Acquisition Committee, and other similar organizations, town committees or commissions.

Initial Appropriation: At the August 20, 1998 Planning and Zoning meeting, the Commission approved a fee of \$5,300.00 in lieu of receiving open space for Section 3 of the Madison Ridge Subdivision.

Administrative Procedures: Expenditures out of the fund must be approved by the Board of Selectmen and the Board of Finance.

Amended by Board of Finance July 14, 2010

**6. Property Tax Relief Reserve Fund**

Purpose: Reserve Fund to apply against the 2008-2009 Budget

Initial Appropriation: \$163,228 / September 19, 2007

Administrative Procedures: To be automatically applied against the 2008-2009 budget expenditures in order to reduce the amount to be raised by property taxes.

Sunset Date: July 1, 2008

**7. Planning Reserve Fund**

Purpose: Reserve funds to support planning initiatives on the part of Boards and Commissions and departments. Funds used for payments for outside professional services for defined projects or initiatives such as the Plan for Conservation and Development (CT State Statute requires this be completed every 10 years) and planning, economic & facilities initiatives; projects proposed by the electorate which would require professional services to evaluate or design. In all instances, these would be one time only expenses that may require multiyear expenditures but would not require annual funding in the operating budget.

Initial Appropriation: \$50,000 Special Appropriation / \$50,000 2008-2009 Budget

Administrative Procedure: Expenditures out of the fund shall be requested by the Town Administrator and approved by the Board of Selectmen and the Board of Finance.

Approved by Board of Finance March 19, 2008

**8. Energy Assistance Reserve / Heating**

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Purpose: To assist qualified Madison residents with energy assistance specifically related to heating cost, including fuel oil, gas, electricity or alternate source of energy.

Initial Appropriation: Reimbursement from local relief \$38,871.18

Administrative Procedures:

- All applicants will have their income verified according to the State of CT Guidelines for Energy Assistance
- All state and private sources must be utilized and exhausted before money from this reserve is used
- Application may be made for up to one hundred and fifty (150) gallons of oil (or its equivalent of natural gas electric heat or other energy source)
- Applications that fail to meet state guidelines but are within 110% of the state guidelines are eligible to apply for up to 150 gallons of oil (or its equivalent in natural gas, electric or other heat source)
- All expenditures from the reserve will be approved by both the Social Services Coordinator and the Director of Human Services.

Sunset date: When the initial appropriation of \$38,871.18 has been expended

Revision: April 22, 2009

Sunset date has been amended to accept funding received from energy assistance grants and rebates from Connecticut Light and Power programs.

Approved: Board of Finance September 17, 2009  
Board of Finance April 22, 2009

**9. GASB #45 Post Employee Benefits**

Purpose: To begin funding the exposure for post-employment benefits provided to former employees based on actuarial calculations required by the Governmental Accounting Standards Board statement #45.

Determination will be made in the future regarding the establishment of a trust fund and termination of the reserve account established herewith.

Initial Appropriation: \$30,000 Town of Madison Budget 2008-2009

**10. Madison Public Schools / External Placements for Special Education**

Purpose: To provide funding for unanticipated Special Education placements for Special Education students for tuition and transportation related expenditures.

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Funding Sources:

1. The Board of Education will recommend that a portion of the under-expended line items at the end of the fiscal year be transferred to the fund
2. Unexpended Excess Cost Grant from the State of Connecticut
3. Special Appropriations

Administrative Procedures:

The Board of Education will fund their budget line items for Special Education External Placements at a level sufficient to support anticipated expenditure requirements based on out placement data available during the annual budget development process.

The Board of Education will provide justification to the Board of Finance to support a request for funding from the Special Education External Placement Reserve account.

Board of Education application for Reserve funding will be processed by April 1<sup>st</sup>; however, the transfer will be processed at year end when the final deficit has been confirmed.

**Appropriations out of fund must be requested by the Madison Board of Education and approved by the Board of Finance.**

Initial Appropriation: \$75,000 (Unexpended 2008-2009 Budget)  
\$ 5,000 (Unexpended 2008-2009 Excess Cost Grant)

Approved by Board of Finance: November 18, 2009

**11. Funding for Promissory Note with Seashore Construction for property located at Nathan's Lane, Madison, CT**

Purpose:

Addendum to the Lease Agreement between the Town of Madison and Durham School Services, L.P., the Lessee agrees to pay Lessor a one time lump sum payment in the amount of three hundred and twenty thousand (\$320,000) dollars on July 1, 2010 for the remaining rental payments under the lease.

The funding provides for the three remaining Promissory Note payments due Seashore Construction beginning September 15, 2011 thru September 15, 2013.

Initial Appropriation: \$320,000

Administrative Procedure: Expenditures out of the fund shall be requested by the Director of Financer and approved by the Board of Selectmen.

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Sunset Date: Upon payment of the Promissory Note in full  
Approved by Board of Finance April 21, 2010

**12. Debt Service Reserve**

Purpose: To provide funding for principal payments for Debt Service which increased substantially due to the recent bonding for Griswold, Senior Center and Ambulance Facility.

A special appropriation in the amount of \$500,000 will provide funding of \$300,000 for fiscal year 2011-2012 and \$200,000 for fiscal year 2012-2013.

Administrative Procedures: The reserve is the approved funding source for principal payments for debt service following the accounting procedures mandated for all expenditures.

Sunset Date: June 30, 2013

Approved by Board of Finance 2/16/2011

**Amended by Board of Finance October 19, 2011**

**A special appropriation in the amount of \$500,000 will provide funding of \$40,000 for fiscal year 2011-2012, \$385,000 for fiscal year 2012-2013 and \$75,000 for fiscal year 2013-2014.**

Sunset Date: June 30, 2014

Approved by Board of Finance October 19, 2011

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## **Appendix B. Capital Projects Funds**

### **Approved Capital Projects Funds**

#### **1. Ambulance Replacement Fund**

Purpose: Funds will be used to replace vehicles or other capital equipment belonging to the Town of Madison and used by the Ambulance Association. Such equipment shall have an anticipated life of more than five years and cost in excess of \$2,000.

Initial Appropriation: \$75,569 (actual as of 6/30/97)

Administrative Procedures: Expenditures out of the fund must be requested by Ambulance Board of Directors and approved by Board of Selectmen.

#### **2. Madison Hose Company #1 / Vehicle Fund**

Purpose: Funds will be used to replace major pieces of fire-fighting equipment belonging to the Town of Madison and used by Hose Company #1. Such equipment will have an expected life greater than seven years and cost in excess of \$25,000.

Initial Appropriation: \$341,657 (actual as of 6/30/97)

Review Date: 2003

Administrative Procedures: Expenditures out of fund must be requested by Hose Company #1 Board of Directors and approved by Board of Selectmen.

#### **3. North Madison Fire Company / Vehicle Fund:**

Purpose: Funds will be used to replace major pieces of fire-fighting equipment belonging to the Town of Madison and used by the North Madison Fire Co. Such equipment will have an expected life of greater than a seven years and cost in excess of \$25,000.

Initial Appropriation: \$253,286 (actual as of 6/30/97)

Administrative Procedures: Expenditures out of fund must be requested by North Madison Fire Co. Fire Chief and approved by Board of Selectmen.

#### **4. Long Term Capital Maintenance Projects Fund**

Purpose:

The intent of the Long Term Capital Maintenance Projects Fund is to provide an option for funding maintenance projects that result in long-life improvement for existing hard capital assets owned by the Town of Madison and the Madison Public Schools. Expenditures from this fund may occur in one year or over several years for an individual project.

In order to qualify for LOCAP funding, a project shall fall within one or more of the following qualified categories:

- Projects involving the capital maintenance, restoration, improvement, renovation, or component replacement of an existing building, structure, or land owned by the Town.
- Replacement of small stand-alone structures for the existing purpose, such as playgrounds, outdoor recreational structures, sheds, etc. are permissible.

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- Operating cost improvement projects for existing buildings should result in increased monetary efficiencies (e.g. energy conservation projects, utility cost savings, reduction in maintenance costs, etc.)

Eligible project expenses to be paid from this fund include engineering, planning, architectural design, construction, and implementation of approved projects.

This fund will have three line item distinctions:

- A) Buildings
- B) Land
- C) Related Facilities

Routine planned and cycled maintenance for Town and School buildings, land and facilities, including painting, carpeting, cleaning, plumbing repairs, electrical repairs, regular heating system maintenance and other normal repairs shall not be eligible for funding by the Long Term Capital Maintenance Projects Fund.

Initial Appropriation: \$300,000 (Budget Appropriation 7/96)

Administrative Procedures:

To assist with the implementation of these Board of Finance policies for Long Term Capital Maintenance Projects, a Joint Facilities Project Review Committee (JFPRC) will be formed. The JFPRC will be comprised of two members each from the Board of Selectmen, Board of Finance, and Board of Education, and no more than three (3) non-voting (ex officio) community advisors selected annually, one (1) selected by each Board at its discretion. The JFPRC shall elect a chairperson to a one-year term from among its membership. Such election shall be held at the first meeting following the beginning of the calendar year. A quorum is present when one member of each Board is in attendance. The Committee will review all long-term capital maintenance project-funding requests submitted by the Board of Selectmen and/or the Board of Education on the "Request for Appropriation from the Long Term Capital Maintenance Projects Fund" form. The Director of Facilities and the Director of Finance will serve as advisors to the JFPRC and may make recommendations to the Committee regarding project priority and other project matters. The JFPRC will vote annually to recommend to the Board of Selectmen and Board of Finance those projects that should receive funding from the Long Term Capital Maintenance Projects Fund in the following budget year or through a special appropriation request. The JFPRC should forward their project(s) recommendation to be considered in the annual budget process by the end of the calendar year.

The JFPRC will do the following for each project request submitted, applying established standards/ criteria for project review:

- Assure that the proposed project scope is consistent with the Long Term Capital Maintenance Projects Fund parameters delineated in this regulation;
- Assign a priority status for each of the proposed projects;
- Analyze the funding required for each project and review of the cash flow projections for anticipated future projects;
- Review the progress of approved projects;

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- Review and update the projects list for consideration by the Board of Selectmen and the Board of Finance;
  - Recommend to the Board of Selectmen and the Board of Finance to close a project upon completion and return the funds to the master account.

The Long Term Capital Maintenance Projects Fund is intended to be funded at a level sufficient to properly plan and complete capital maintenance projects for the buildings, land, and facilities owned by the Town of Madison and the Board of Education as needed while minimizing the need for the Town of Madison to incur debt to provide for necessary infrastructure. In the long term, projects will be paid for through savings in the Fund rather than with bond proceeds, which will require sufficient funds to be saved each year. The Board of Finance, in consultation with the Board of Selectmen and the Board of Education, shall annually determine the appropriate base level of annual contribution that is needed to assure the Fund will continue to support current and long-term capital maintenance project needs. The “Request for Appropriation from the Long Term Capital Maintenance Projects Fund” forms submitted to the JFPRC, the project priority list, projected projects lists and funding available will be reviewed to determine the base level of funding to be assigned in each fiscal year’s budget.

Projects approved by the JFPRC will be subject to the annual budget development process or the special appropriations process. The language of the referendum may include a provision for the cancellation of a project if a special timeline has not been met. The JFPRC shall recommend such language for consideration at the time that a project is presented. If bonding is necessary to provide funds for a proposed project either in whole or in part, approval for the project expenditure and the authorization to bond will be carried out in compliance with the Town of Madison Charter.

Termination of an Approved Project:

In accordance with CT State Statute Sec. 7-365, if through unforeseen circumstances, the start or completion of an approved project is not possible, the Board of Finance may recommend that action be taken by the legislative body to terminate the project. If the project was approved through referendum, the action to cancel said project must also be approved through referendum preferably at the annual budget referendum.

Grants and reimbursement payments from the State of Connecticut or other sources related to long-term capital maintenance projects funded through the Long Term Capital Maintenance Projects Fund will be deposited directly into the fund master account.

Background:

The Town of Madison operates significantly differently from most other local governments. In the forefront is a commitment to preserve and maintain the assets of the Town. Town assets are defined as school buildings, other town buildings and town owned land.

In most towns the maintenance and repair of school buildings is the responsibility of the Board of Education. Funds to accomplish this are included in the annual school-operating budget. In accordance with State statutes, school boards are not allowed to have a contingency fund. Typically, they divert maintenance funds to meet unexpected expenses such as special-ed

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outplacements. Result: maintenance is postponed. Another provision of State law prohibits school boards from carrying forward money from year to year. This means they are unable to accrue enough money to pay for larger needs such as roof replacements. Eventually a crisis develops. The community goes the bonding route with added costs and interest expense.

In the mid 1990's the Town commissioned a local firm, then known as Facilities Resource Management, to study the assets of the Town, the organizational structure, and then to make recommendations. The report called for the consolidation of School and Town maintenance forces and the establishment of a town wide position of Facilities Manager. This was done. The lengthy report additionally detailed the work required in each facility with an estimated total cost of \$12 million.

In order to provide for a steady stream of money to address these needs, the Board of Finance set up the Long Term Capital Maintenance Fund. The phrase "long-term" is used to indicate that the maintenance work performed will have a long life, i.e. a boiler or roof, as contrasted with painting or carpeting.

Funding for the Long term Capital Maintenance Projects Fund began on June 30, 1996 with a special appropriation funded from year-end balances of the Board of Education in the amount of \$150,000. Additional funding in the form of special appropriations totaling \$4,033,040 continued through February 1999. The budget item in the Board of Education budget was moved to the Town budget and consolidated with the Town's appropriation. In order to fund the work as outlined in the Ten Year Plan, a minimum appropriation of \$980,000 was initiated with the goal of increasing the amount by three percent each year.

Revised by Board of Finance April 14, 2011

Revised by Board of Finance February 16, 2011

#### **4.A Planned and Cycled Maintenance Fund**

**Purpose:** To provide funding for planned and cycled maintenance requirements of the Town of Madison and Madison Public Schools. The repairs / maintenance projects shall be in support of all buildings owned by the Town of Madison.

Planned Maintenance items are generally limited to mechanical systems such as steam trap replacement, HVAC upgrades, repointing brick exteriors and classroom renovations. However, they may also include items such as pavement maintenance, fence repair and building shell maintenance such as doors and windows. Consideration may also be given to electrical and air quality upgrades.

Cycled Maintenance items include painting, both inside and outside, flooring replacement, ceiling replacement, lighting and roofing repairs.

Initial Appropriations:           Funding from the Board of Education  
                                                  Initial funding 2005-2006 \$220,000

                                                  Funding from the Town of Madison Budget

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Initial funding 2005-2006 \$60,000

Administrative Procedures:

The responsibilities of the Joint Facilities Project Review Committee (Joint FPRC) would be expanded to include recommendations from the Board of Selectmen and Board of Education to provide funding for specific Planned and Cycled Maintenance projects.

The Joint FPRC will make the following determinations, applying established standards / criteria for project review:

- Assurance that the proposed project scope is consistent with the Planned and Cycled Maintenance guidelines
- Assign a priority status for each of the proposed projects
- Analysis of funding requirement for each project and review of the cash flow projections for anticipated future projects.

The Board of Selectmen and the Board of Education will be responsible for developing a reasonable five year plan for planned and cycled maintenance funding requirements that will be updated on an annual basis.

The Planned and Cycled Maintenance Fund is intended to be funded at a level sufficient to properly maintain the need for the Town of Madison and Madison Public Schools. The Board of Finance, in consultant with the Board of Selectmen and the Board of Education, shall determine a base level of funding to be maintained in the fund.

Projects approved by the Joint FPRC for Planned and Cycled Maintenance will be subject to the annual budget development process or the special appropriations process.

Approved: Board of Finance  
June 15, 2005

#### 4. B Responsibilities of the Joint Facilities Project Review Committee

The responsibilities of the Joint Facilities Project Review Committee (Joint FPRC) have been expanded to include review and make recommendations to the appropriate boards on space utilization requirements that may be targeted for the town of Madison and Madison Public Schools.

Approved: Board of Finance  
September 17, 2008

#### 5. Highway Equipment and Town Vehicle Fund

Purpose: To be used for the replacement of existing equipment, not the addition of new equipment. This shall not preclude the replacement of a particular piece of equipment for that of another type if the function will remain effectively the same. For purposes of this policy the

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equipment shall be wheeled, motorized equipment used for the maintenance of roadways and grounds. An exception may be made for the purchase of mowing/grounds attachments.

Initial Appropriation: \$11,282 (actual as of 6/30/97)

Administrative Procedures: Expenditures out of fund must be requested by the Director of Public Works and approved by the Board of Selectmen.

Funding from this account may be used to provide vehicles (vans or trucks) for the shared Facilities Department. Appropriations from the Board of Education may be accepted in this fund.

*Board of Finance action 2.21.07 to merge the Senior Bus Reserve Account with the Highway Equipment Account under the new name of Highway Equipment and Town Vehicle Account. \$18,997.93 transferred from Senior Bus Replacement*

## **6. Major Roads Capital Fund**

Purpose: To be used for major reconstruction of Town roads and associated infrastructure, including preliminary studies for planned projects. Funds shall not be used for normal surface maintenance such as pavement overlay or sealing. New improvements such as underground utilities; roadway widening or relocation beyond that are required by local, state or federal standards shall be funded as separate capital projects.

Initial Appropriation: \$672,161 (actual as of 6/30/97)

Administrative Procedures: Expenditures out of fund must be requested by the Director of Public Works and approved by the Board of Selectmen.

## **7. Technology Capital Projects Fund**

Purpose: Funds will be used to purchase hardware, software and related professional support services for approved new or upgraded technology systems.

Initial Appropriation: \$91,651 (actual as of 6/30/97)

Administrative Procedures: Expenditures out of fund must be requested by the Director of Technology and approved by the Board of Selectmen.

## **8. Communications Fund (formerly Radio Equipment Fund)**

Purpose: To provide funding for telecommunications and connectivity for all departments of public safety.

Initial Appropriation: The 2001-2002 Budget Request from the Police Department was reduced to \$50,000 and this amount was transferred to fund the new reserve.

Administrative Procedures: Expenditures out of fund must be requested by the Communications Strategic Planning Committee and approved by the Board of Selectmen.

*Board of Finance action 2.12.07 to merge the Capital Project Reserve Funds for Radio Equipment and Communications under the Communications Fund.*

*Funding combined: Radio Reserve \$12,306.01 / Communications \$28,256.67*

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## 9. Police Vehicles

Purpose: Funds shall be used to replace patrol cars, required vehicle safety equipment for said vehicles and administrative vehicles.

Initial Appropriation: The 2002-2003 budget appropriated \$3,000.

Administrative Procedures: Expenditures out of fund must be requested by the Board of Police Commissioners and approved by the Board of Selectmen

## 10. Fire Protection Water Tanks

Purpose: Continuation of the current program to install firefighting water tanks in the non-hydrated areas of North Madison.

Initial Appropriation: The 2002-2003 budget appropriated \$10,000.

Administrative Procedures: Expenditures out of the fund must be requested by the North Madison Fire Department or the Director of Public Works and approved by the Board of Selectmen.

## 11. Town Fleet:

Purpose: To provide funding to maintain the required fleet of vehicles for various department heads as required to fulfill their job responsibilities.

Initial Appropriation: The 2002-2003 budget appropriated \$10,000.

Administrative Procedures: The Director of Public Works will request approval for the expenditure from the Board of Selectmen.

## 12. Bus Lease / Department of Senior Services / Merged with Highway Equipment

## 13. School Bus Parking Facility

Purpose: Reserve funds for design and construction of a School Bus Parking Facility.

Initial Appropriation: Town Meeting, April 6, 2005 appropriated \$500,000

Administrative Procedures: Expenditures out of fund shall be requested by the Director Public Works and approved by the Board of Selectmen. The Board of Selectmen will provide the Board of Finance with an estimated budget for expenditures from this account for its approval.

Sunset date: June 30, 2006

Approved: May 18, 2005

Amended: May 17, 2006

Revised Sunset date: June 30, 2007

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Amended: May 23, 2007  
Revised Sunset date: June 30, 2008  
Revised Sunset date:

## **Appendix C. Revolving Account**

- 1. Recreation Activities Account**  
Sponsoring Commission: Beach & Recreation Commission  
Seed amount: \$29,105  
Date of origination: July 1992

## IV. HUMAN RESOURCES

### JOB DESCRIPTIONS

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#### *Director of Human Services*

##### OBJECTIVES

Under the general direction of the First Selectman, the Senior Services Commission and the Youth Services Board, responsible for the planning, budgeting and supervision of grant writing and overall administration of the Town of Madison's human services department programs including the: Youth Services, Senior Services and Social Services departments. Directs, coordinates, develops and evaluates prevention programs based upon the needs of youth and families, senior citizens and low-income citizens. Provides individual, family and group counseling services.

##### ESSENTIAL FUNCTIONS

Plans, budgets and supervises the overall administration and grant preparation of the Town's Human Services Department.

Assesses youth and senior needs and develops action plans to address those needs.

Directs, designs, implements and evaluates prevention programs based upon the needs of community youth and families, low-income citizens and senior citizens.

Recommends policy and long-range planning to the Youth Services Board and the Senior Citizens Commission.

Provides counseling services for youths and families, including individual, family and group counseling, advocacy, case management, crisis intervention services, etc.

Provides community education on youth and senior issues.

Attends and actively participates in community, regional and state committees to provide integrative services.

Coordinates with all local groups that focus on human services issues to address community and individual concerns and problems.

Acts as the municipal agent for children. Makes recommendations to the Board of Selectmen for Municipal Agent for the Elderly.

Evaluates prevention programs, school interventions and agency goals and objectives.

Recommends clinical policy to the Youth Services Board, the Senior Citizens Commission and the Board of Selectmen.

Supervises the Assistant Directors of Youth Services, the Director of Social Services, the Senior Services Coordinator, Drug and Alcohol Counselors, therapists, prevention workers and agency interns and volunteers.

Performs other related duties as assigned.

#### REQUIRED KNOWLEDGE, SKILLS AND ABILITIES

Thorough knowledge of the principles and practices of Youth and Senior Services programs and Social Services issues.

Thorough knowledge of related federal and state laws, regulations and funding sources.

Thorough knowledge of counseling and evaluation services for individuals and families.

Thorough knowledge and ability to plan, budget, supervise and administer a municipal Human Services Department.

Thorough ability to analyze social problems and to develop and implement policies, plans and activities to address those problems.

Ability to conduct training for parents, caretakers, educators and community leaders.

Ability to administer a Senior, Youth and Family Services program, including the maintenance of accurate cases and financial records.

Ability to evaluate prevention programs, goals and objectives.

Ability to establish and maintain effective working relationships with supervisors, subordinates, officials of other agencies and the general public.

Ability to prepare grant applications to secure funding.

Ability to represent the Youth Services Board, the Senior Citizens Commission and the Town before various groups, agencies and organizations.

Ability to prepare and present reports.

Ability to prepare and administer an operating budget.

Ability to deal tactfully and effectively with Town staff and officials, state officials, juvenile court, Juvenile Review Board, service clients, parents, caretakers and the public.

Ability to maintain confidential information.

#### REQUIRED EQUIPMENT OPERATION

Operates a personal computer and software, printer, telephone, pager and other standard office equipment; drives a motor vehicle.

#### REQUIRED PHYSICAL EFFORT

Climbing stairs, sitting at a desk and working continuously for extended periods of time; getting in and out of an automobile; transporting of equipment; working in inclement weather; drives a motor vehicle.

#### REQUIRED QUALIFICATIONS (Minimum)

Graduation from an accredited college or university with an MSW or MS degree in Counseling, Psychology, Human Services or closely related field plus six years of progressively responsible experience, including four years of supervisory experience, or equivalent combination of education, training and experience.

#### SPECIAL REQUIREMENTS

Licensed Professional Counselor or equivalent (LPC, LCSW or LMFT)

Must possess and maintain a valid motor vehicle driver's license with a clean

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### ***Associate Director of Human Services***

#### BASIC FUNCTION

Reporting to the Director of Human Services, develops the policies and procedures for all therapeutic treatment programs. Directs and supervises therapy and related programs that address problematic behaviors and mental health issues. Provides counseling and prepares evaluations. Has ultimate clinical decision-making responsibility for the clinical services provided by the department and responsibility for outside referrals and referral systems. Works in collaboration with the Director to carry out overall decision-making responsibilities for the Department of Human Services.

#### PRINCIPLE RESPONSIBILITIES AND DUTIES

Works with the Director to develop and monitor the department's clinical and non-clinical policies, procedures, programs, and budget. Researches and applies for grants and additional revenue opportunities.

Assigns cases; monitors case assessments, treatment plans, and case records for all counseling/therapy cases.

Provides direct clinical supervision of all counseling/therapy staff and interns.

Performs responsibilities of the Director during his/her absence as necessary, including oversight of all departmental staff.

Directs and coordinates the development of policies and procedures in order to collect counseling revenue to meet yearly revenue goals, such as counseling fees and third-party reimbursements, and includes direct oversight of clinical staff credentialing, and operations related to billing and accounts receivable.

Works in conjunction with the Director in the process of hiring, terminating and evaluating clinical and non-clinical staff, including interns.

Collaborates with the Human Resources Department on employee issues, classifications and job descriptions of the Human Services positions.

Represents the needs of the Madison community through networking and coordination with regional and statewide service providers.

Attends Board meetings in order to provide overall updates on the department, clinical programs and revenue. Acts as the Town departmental liaison in the absence of the Director.

Provides individual, group and family counseling/therapy and crisis intervention services as needed.

#### KNOWLEDGE, SKILLS AND ABILITIES

Extensive knowledge of counseling methods and procedures.

Knowledge of relevant state and federal laws and ethical standards related to mental health services.

Ability to develop, implement and evaluate clinical programs.

Ability to establish and monitor satisfactory working relationships with outside service providers.

Ability to provide clinical supervision to counseling staff.

#### QUALIFICATIONS (Minimum)

Master's degree in Social Work, Psychology or a related clinical field of study.

License in Social Work, Professional Counseling and/or Marriage and Family Therapy.

Eight to ten years of related experience and program directing, including two years of clinical supervisor.

12-7-11 JEC recommends approval by BOS

12-19-11 Approved by the BOS

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### ***Assistant Director, Youth Services***

#### BASIC FUNCTION

Under general supervision of Director, Youth Services Department, develops policies, procedures and programs for the Youth and Family Service Department. Directs and supervises programs that promote positive development and prevent problematic behavior. Provides supervision of prevention staff and youth community service programs. Provides counseling services and prepares evaluations. In absence of the Director of Youth and Family Services, serves as Department Supervisor.

#### PRINCIPLE RESPONSIBILITIES AND DUTIES

Assist the Director in the development of department policies, procedures, programs and budgets.

Performs duties of Director during his/her absence.

Develops and implements group process training programs for adolescents; coordinates with schools and other community agencies.

Supervises on-going youth peer counseling programs and staff including Substance Abuse Prevention Worker, Middle School Prevention Coordinator and Peer Advocate group leader.

Interviews, recruits, selects and enrolls students for the Peer Advocate program; provides supervision and follow-up services for participants.

Recruits and trains volunteers; acts as liaison to the school system.

Assists in assessing the needs of the youth.

Develops on-going publicity including newspaper coverage, brochures, posters, publications, etc.

Performs clinical and counseling services; acts as advocate for youth services.

Provides individual, group, family counseling, and crisis intervention services.

Performs networking with local agencies and other related assignments.

#### KNOWLEDGE, SKILLS AND ABILITIES

Knowledge of the principles, practices, systems and environment of youth service administration in public agencies.

Knowledge of clinical counseling methods and procedures.

Ability to develop, implement and evaluate programs.

Ability to successfully discharge responsibilities for planning, organizing, scheduling, directing, coordinating and reporting.

Considerable knowledge of relevant state and federal laws, regulations, and programs for positive youth development, and "at-risk" or special needs for others served by the department.

Ability to establish satisfactory and effective working relationships with superiors, youth, peers and community members and agencies.

#### QUALIFICATIONS (Minimum)

Graduation from college with a masters degree in Social Work, Human Services, Psychology, Sociology, or a specific social service area with course work in experience or equivalent. Requires a valid driver's license.

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## ***Coordinator of Social Services***

### **OBJECTIVES**

Under the general direction of the Director of Human Services, responsible for the coordination and administration of the Town's Social Services programs for children, families and adults, including financial aid and food bank. Develops procedures to maximize efficiency and provide accountability for the Human Services Department. Coordinates services with local and regional agency assistance programs.

### **ESSENTIAL FUNCTIONS**

Assesses needs of clients. Sets priorities and applies appropriate services and resources; makes referrals as necessary. Coordinates services with local, state and regional agencies.

Develops recommendations for Policies and Procedures to ensure the accountability of services and the equitable distribution of funds.

Develops procedures to streamline and maximize the effectiveness of the entire department.

Coordinates programs such as holiday food baskets. Prepares and submits periodic reports required by the Town or other agencies. Oversees the distribution of donated money and goods.

Coordinates with local and state social service agencies. On-call with the local Police Department and other emergency responders to provide emergency assistance. Makes referrals, as necessary.

Assists with the completion of applications for State General Assistance, Fuel Assistance, rent rebate programs and other assistance programs.

Manages, records and coordinates payments from other welfare resources. Serves as the local Salvation Army Coordinator.

Coordinates with the Beach and Recreation Department to determine family financial needs for recreation and after-school programs.

Maintains statistical information, produces monthly and annual statistical reports as needed by the Director, the Youth Services Board, the State Department of Education and other funding agencies.

Writes continuation and other routine grants. Assists the Director in writing new, competitive grants.

Meets with volunteers and civic organizations to support Department's activities.

Performs other duties as assigned.

### **REQUIRED KNOWLEDGE, SKILLS AND ABILITIES**

Working knowledge of office operations and procedures.

Considerable knowledge of federal, state, and local welfare regulations and funding sources.

Considerable knowledge of modern principles and practices of social work and community organizations.

Knowledge of available government and private resources available to program applicants.

Ability to analyze social problems and to develop and implement policies, plans and activities to address those problems.

Ability to interpret and apply the laws and regulations related to departmental operations.

Ability to effectively and courteously represent the department and Town with superiors, subordinates, associates, officials of other agencies and general public on a direct basis.

Strong ability to operate a departmental computer utilizing various programs. Ability to learn new computer systems.

Ability to administer the Social Services operating budget.

Ability to maintain confidential information.

#### REQUIRED EQUIPMENT OPERATION

Operate an automobile, personal computer, software, adding machine, copying and fax machines, and standard office equipment.

#### REQUIRED QUALIFICATIONS (Minimum)

Graduation from an accredited college or university with a Bachelor's degree in Social Work, Human Services or related field and four years of progressively responsible social service experience, or an equivalent combination of education, training and experience.

#### SPECIAL REQUIREMENTS

Must possess and maintain a valid motor vehicle driver's license and a clean driving record.

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### ***Student Assistant Counselor (SAC) (F/T)***

#### **Objectives**

Under the general supervision of the Director and Assistant Director of Youth and Family Services, provides assessment, counseling services (group and/or individual) and case management for "at-risk" adolescents in school, in order to meet their academic, social, emotional, and/or physical needs. Through the daily interface with school personnel and students, the SAC will provide outreach, receive referrals, and provide such services to students with mental health and/or substance abuse related problems, social, family, financial or physical problems that interfere with functioning at school, home and/or community.

#### **Essential Functions**

Provides school-based counseling, individually and in groups, for adolescents, primarily during their school day.

Meets with students and their families members (e.g. parents) outside of school hours when necessary, either at school, client's home or MYFS office.

Collaborates with outside mental health professionals, medical professionals, school personnel, courts, probation, DCF or social services when necessary and with signed consent, via phone contacts and meetings.

Provides outreach to students identified as “at risk” by school, parents or peers.

Provides an informed but objective role as a part of the school-counseling team, and acts as a Liaison between school, family and community providers/agencies.

Identifies resources in and outside of school to address student needs as necessary.

Provides advocacy for students and families in accordance with best practice standards, state and federal laws, and district policy.

Coordinates efforts with MYFS prevention staff to evaluate needs, and develop programs to address those needs.

Coordinates referrals of Drug/Alcohol policy offenders for MYFS programs such as the Drug/Alcohol Curriculum and outpatient services.

Performs crisis assessment and intervention, and takes appropriate action to follow legal/ethical guidelines to meet safety needs. Additionally will follow school policy to inform necessary school personnel.

Provides consultation to MYFS Board of Directors at minimum once per year.

Serves as a MYFS representative on at least one community board or organization as needed.

Provides outpatient counseling services one afternoon per week during the school year, and full time during the summer months.

Assesses unmet needs related to substance abuse issues, and works with school/agency/community/organizations to develop programs to meet those needs.

Maintains appropriate client records and reports per agency policy and procedure.

Attends agency meetings when scheduled, including biweekly staff meeting and weekly clinical meeting at MYFS.

### **Required Equipment Operation**

Operates a personal computer, software and standard office equipment: drives a motor vehicle.

### **Required Physical Effort**

Climbing stairs in order to accomplish home visits; sitting at a desk and working continuously for extended periods of time; getting in and out of an automobile

### **Required Qualifications (minimum)**

Graduation from an accredited college or university with Master degree in Social Work, Counseling, Psychology, or closely related clinical field of study, and minimum 3 years experience working with youth and families.

### **Special Requirements**

Must have State of Connecticut License to Counsel (e.g. LCSW, LMFT, LPC) upon hire or be License eligible within 2 years.

Must possess a valid motor vehicle license

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## ***Youth Development Coordinator***

### **OBJECTIVES**

Under the general direction of the Assistant Director of Youth Services and the Human Services Director, responsible for the development and maintenance of Community Service and other positive youth development programs that increase positive connections of Madison youths to their community and decrease their likelihood for risky behaviors. Develops and supervises volunteer opportunities for Madison's youth.

### **ESSENTIAL FUNCTIONS**

- Recruits and trains youth volunteers and matches them with appropriate volunteer positions.
- Oversees specified positive youth development program(s).
- Facilitates designated youth groups utilizing group processing techniques.
- Develops new youth volunteer/positive youth development programs as appropriate.
- Performs other duties as assigned.

### **REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

- Knowledge of volunteer training and supervision practices
- Ability to utilize group processing skills
- Ability to work closely with town department, school systems and community groups
- Ability to develop database
- Strong organizational skills
- Understanding of the principals of youth work and of positive youth development
- Ability to evaluate prevention programs
- Ability to prepare and present reports
- Ability to deal effectively with Juvenile Review Board, clients, parents and the public
- Ability to communicate effectively orally and in writing

- Ability to perform public speaking
- Ability to maintain confidentiality

#### **REQUIRED EQUIPMENT OPERATION**

Operates a personal computer and software, printer, telephone, pager and other standard office equipment; drives a motor vehicle.

#### **REQUIRED PHYSICAL EFFORT**

Climbing stairs, sitting at a desk and working continuously for extended periods of time; getting in and out of an automobile; transporting of equipment; working in inclement weather; drives a motor vehicle.

#### **REQUIRED QUALIFICATIONS (Minimum)**

Graduation from an accredited college or university with a Bachelor's Degree in Psychology, Human Services or closely related field plus 1 year of progressively responsible experience, or equivalent combination of education, training and experience.

#### **SPECIAL REQUIREMENTS**

Must possess a valid motor vehicle driver's license.

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### ***Parent Support Therapist***

#### **OBJECTIVES**

Under the general supervision of the Assistant Director of Clinical Services - Youth and Family Services and the Human Services Director, provides therapeutic treatment to parents and families. Assesses level of family functioning, provides therapy and develops related programs that address problematic behaviors and mental health issues.

Designs and implements parent support and education programs.

#### **PRINCIPAL RESPONSIBILITIES AND DUTIES**

Provides individual, group and family counseling/therapy.

Assesses parent needs and level of family function.

Designs and implement new parent support, education and/or therapeutic programs as needed.

Makes referrals and advocates for appropriate supportive services.

Develops and runs a parent support group.

Provides consultation on child development and positive discipline.

Provides crises intervention services, as needed.

Provides referrals for domestic violence, drug abuse, family therapy and other appropriate services.

Performs other duties as assigned.

### **KNOWLEDGE, SKILLS & ABILITIES**

Extensive knowledge of counseling methods and procedures.

Knowledge of relevant state and federal laws and ethical standards related to mental health services.

Knowledge of child development and parenting skills, philosophy and techniques.

Ability to establish satisfactory working relationships with parents and children from diverse backgrounds and with outside service providers.

Ability to develop, implement and evaluate parent education and support programs.

### **QUALIFICATIONS (Minimum)**

Graduation from college with a master's degree in Social Work, Psychology or a closely related clinical field of study.

Must have a license in Social Work, Professional Counseling and/or Marriage and Family Therapy.

Minimum of five years of related experience.

Must possess and maintain a valid motor vehicle license.

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## ***Family Therapist***

### **OBJECTIVES**

Under the general supervision of the Assistant Director of Clinical Services - Youth and Family Services and the Human Services Director, provides therapeutic treatment to individuals and families. Assesses level of family functioning and provides individual and family therapy.

### **PRINCIPAL RESPONSIBILITIES AND DUTIES**

Provides individual, group and family counseling/therapy, both in the office as well as off site.

Assesses parents and child needs and level of family function.

Makes referrals and advocates for appropriate supportive services.

Provides consultation on child development and positive discipline.

Provides referrals for domestic violence, drug abuse, family therapy and other appropriate services.

Performs other duties as assigned.

## **KNOWLEDGE, SKILLS & ABILITIES**

Extensive knowledge of counseling methods and procedures.

Knowledge of relevant state and federal laws and ethical standards related to mental health services.

Knowledge of child development and parenting skills, philosophy and techniques.

Ability to establish satisfactory working relationships with parents and children from diverse backgrounds and with outside service providers.

Ability to develop, implement and evaluate parent education and support programs.

Ability to provide above with limited supervision.

## **QUALIFICATIONS (Minimum)**

Graduation from college with a master's degree in Social Work, Psychology, Marriage and Family Therapy or a closely related clinical field of study.

Must have a license in Social Work, Professional Counseling and/or Marriage and Family Therapy and must participate in the agency's insurance panels.

Minimum of five years of related experience.

Must possess and maintain a valid motor vehicle license.

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## ***Youth Development Coordinator – Peer Advocates***

### **OBJECTIVES**

Under the general direction of the Assistant Director of Youth Services and the Human Services Director, responsible for the development and maintenance of Community Service and other positive youth development programs that increase positive connections of Madison youths to their community and decrease their likelihood for risky behaviors. Develops and supervises volunteer opportunities for Madison's youth.

### **PRINCIPLE RESPONSIBILITIES AND DUTIES**

- Interviews, selects and enrolls students for the Peer Advocate program.
- Provides supervision and follow-up services for the participants.
- Prepares and presents peer counseling training programs for high school students.
- Supervises on-going service activities performed by high school peer advocates.
- Performs other duties as assigned.

### **REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

- Ability to lead a group-process oriented training group.
- Knowledge of volunteer training and supervision practices.

- Ability to work closely with town department, school systems and community groups.
- Strong organizational skills.
- Understanding of the principals of youth work and of positive youth development.
- Ability to evaluate prevention programs.
- Ability to prepare and present reports.
- Ability to communicate effectively orally and in writing.
- Ability to perform public speaking.
- Ability to maintain confidentiality.

**REQUIRED EQUIPMENT OPERATION**

Operates a personal computer and software, printer, telephone, pager and other standard office equipment; drives a motor vehicle.

**REQUIRED PHYSICAL EFFORT**

Climbing stairs, sitting at a desk and working continuously for extended periods of time; getting in and out of an automobile; transporting of equipment; working in inclement weather; drives a motor vehicle.

**REQUIRED QUALIFICATIONS (Minimum)**

Graduation from an accredited college or university with a Bachelor’s Degree in Psychology, Human Services or closely related field plus 1 year of progressively responsible experience, or equivalent combination of education, training and experience.

**SPECIAL REQUIREMENTS**

Must possess a valid motor vehicle driver’s license.

***Youth Development Coordinator – Bullying Prevention***

**OBJECTIVES**

Under the general direction of the Assistant Director of Youth Services and the Human Services Director, responsible for the development and maintenance of Community Service and other positive youth development programs that increase positive connections of Madison youths to their community and decrease their likelihood for risky behaviors.

**PRINCIPLE RESPONSIBILITIES AND DUTIES**

- Teaches interactive classroom program.
- Applies group-process oriented techniques in a classroom setting.
- Schedules programs for all sixth grade students. Coordinates with school schedule.
- Trains teachers on principles from the program.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES**

- Ability to lead a group-process oriented classroom program.

- Ability to teach and maintain control of the classroom.
- Ability to work closely with town department, school systems and community groups.
- Strong organizational skills.
- Understanding of the principals of youth work and of positive youth development.
- Ability to evaluate prevention programs.
- Ability to prepare and present reports.
- Ability to communicate effectively orally and in writing.
- Ability to perform public speaking.
- Ability to maintain confidentiality.

#### **REQUIRED EQUIPMENT OPERATION**

Operates a personal computer and software, printer, telephone, pager and other standard office equipment; drives a motor vehicle.

#### **REQUIRED PHYSICAL EFFORT**

Climbing stairs, sitting at a desk and working continuously for extended periods of time; getting in and out of an automobile; transporting of equipment; working in inclement weather; drives a motor vehicle.

#### **REQUIRED QUALIFICATIONS (Minimum)**

Graduation from an accredited college or university with a Bachelor’s Degree in Psychology, Human Services or closely related field plus 1 year of progressively responsible experience, or equivalent combination of education, training and experience.

#### **SPECIAL REQUIREMENTS**

Must possess a valid motor vehicle driver’s license.

### ***Youth Development Coordinator – Peer Helpers***

#### **OBJECTIVES**

Under the general direction of the Assistant Director of Youth Services and the Human Services Director, responsible for the development and maintenance of Community Service and other positive youth development programs that increase positive connections of Madison youths to their community and decrease their likelihood for risky behaviors. Develops and supervises volunteer opportunities for Madison’s youth.

#### **PRINCIPAL RESPONSIBILITIES AND DUTIES**

- Interviews, selects and enrolls students for the Peer Helper program.
- Provides supervision and follow-up services for the participants.
- Prepares and presents peer counseling training program for middle school students.
- Supervises on-going service activities performed by middle school peer helpers.

- Assesses need for prevention programs at the middle schools and designs and implements such programs.
- Performs other duties as assigned.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

- Ability to lead a group-process oriented training group.
- Knowledge of volunteer training and supervision practices.
- Ability to work closely with town department, school systems and community groups.
- Strong organizational skills.
- Understanding of the principals of youth work and of positive youth development.
- Ability to evaluate prevention programs.
- Ability to prepare and present reports.
- Ability to communicate effectively, orally and in writing.
- Ability to perform public speaking.
- Ability to maintain confidentiality.

**REQUIRED EQUIPMENT OPERATION**

Operates a personal computer and software, printer, telephone, pager and other standard office equipment; drives a motor vehicle.

**REQUIRED PHYSICAL EFFORT**

Climbing stairs, sitting at a desk and working continuously for extended periods of time; getting in and out of an automobile; transporting of equipment; working in inclement weather; drives a motor vehicle.

**REQUIRED QUALIFICATIONS (Minimum)**

Graduation from an accredited college or university with a Bachelor’s Degree in Psychology, Human Services or closely related field plus 1 year of progressively responsible experience, or equivalent combination of education, training and experience.

**SPECIAL REQUIREMENTS**

Must possess a valid motor vehicle driver’s license.

***Coalition Coordinator***

**OBJECTIVES**

Under the supervision of Town of Madison’s Director of Human Services, the Coalition Coordinator will work within the Selectmen’s Council on Youth Substance Abuse and other sectors of community to develop youth substance abuse prevention programs.

Networking, building consensus, and accepting direction from various diverse groups, while assisting to direct a coalition in accomplishing its mission, will be the primary objectives of this position. Duties include

the development of an evidence-based substance abuse prevention practice, community approaches to prevention, and coordinating diverse groups in accomplishing a unified plan of action.

## **ESSENTIAL FUNCTIONS**

Participate in and assist in facilitation of local Coalition meetings.

Build relationships with representatives and members from all twelve community sectors, as defined by the Substance Abuse and Mental Health Services Administration of the Federal Government (SAMSA).

Weave the five steps of the Strategic Prevention Framework – Assessment, Capacity Building, Planning, Implementation and Evaluation – into all Coalition and sector member prevention activities and ensures that coalition strategies are aligned to meet objective.

Ensures ongoing assessment and capacity building activities as well as periodic plan reviews.

Monitors and supports all Coalition activity implementation and works closely with the project evaluator to ensure evaluation activities and feedback to the Coalition.

Facilitate collaboration between sector members and the Coalition to accomplish the Coalition strategic plan.

Facilitate collaboration between sector members to accomplish the Coalition strategic plan.

Responsible for all data collection and reporting.

Develops training materials, and provides presentations to the LPC and the general public on issues related to youth substance abuse prevention.

Supervises the Assistant Coalition Coordinator, support staff and L.I.F.E. Coaches and oversees the selection and progress of consultants.

Represents the coalition at state and federal meetings.

Attends trainings, workshops, statewide and national conferences relevant to position.

## **REQUIRED KNOWLEDGE, SKILLS AND ABILITIES**

Must have excellent interpersonal skills, and have experience at networking and consensus building, and accepting direction from various diverse groups. Must have experience in evidence-based substance abuse prevention practices, community approaches to prevention, and coordinating diverse groups in accomplishing a unified plan of action.

## **REQUIRED QUALIFICATIONS**

Minimum qualifications are graduation from an accredited college or university with a BA or BS degree in Counseling, Social Work, Human Services, or Psychology Masters Degree preferred and one year of experience in youth services work, or equivalent combination of education, training and experience.

## **SPECIAL REQUIREMENTS**

Travel to a minimum of two national conferences will be required.

Extensive travel within the Town and throughout the State will also be required.

Must possess a valid motor vehicle driver's license.

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### ***Assistant Coalition Coordinator***

**OBJECTIVES:** Working with the Coalition Coordinator (CC), the Assistant Coalition Coordinator (ACC) is responsible for the organization, management, planning, and implementation of programs under the direction of the MADE Coalition with specific focus on the mission and goals set forth in state and/or federally funded grant initiatives.

#### **PRINCIPLE RESPONSIBILITIES AND DUTIES:**

##### Grant Management and Coordination

- Work with the CC to complete required state reports and other deliverables and in the development of strategic, action and work plans
- Working with the CC and with guidance from evaluation and other consultants, collect and evaluate project data; evaluate program effectiveness and the success of capacity building activities through surveys, focus groups, interviews, gathering of archival data and data mapping
- Other duties as determined based on cooperative work with the CC and chairs of coalition subcommittees

##### **Staff support for M.A.D.E. in Madison Coalition**

- Support chairpersons of the coalition
- Prepare and distribute minutes and/or reports for executive and/or steering committee meetings when appropriate
- Work with CC, executive board and committee chairs and designated town departments to coordinate implementation of the coalitions strategic planning process
- In the absence of or in addition to the CC, represent the coalition at the local, state and national meetings
- Coordinate volunteers for the coalition

##### **Interdepartmental and Interagency Collaborative Work**

- Monthly attendance and follow up with various committees of the coalition
- Working with coalition volunteers, create workshops to facilitate education and training of community members on the Search Institute's 40 Developmental Assets
- Cultivate relationships with Town of Madison schools and other departments to obtain input and develop/communicate coalition strategies

#### **REQUIRED KNOWLEDGE, SKILLS, AND ABILITIES**

- Must be organized and self-directed with excellent oral, written and computer skills.

- Ability to establish and maintain a cooperative working relationship with 12 sectors of coalition and work as a team player with a positive attitude
  - Willingness to work independently.
  - Experience with positive youth development, marketing, reporting and community and public relations
  - Knowledge and understanding of evidence-based prevention strategies.
- 

## ***Secretary, Human Services***

### **OBJECTIVES**

Under the supervision of the Human Services Director, performs secretarial duties including confidential typing, filing, answering telephones, dealing with the public and various other office duties as assigned.

### **PRINCIPLE RESPONSIBILITIES AND DUTIES**

- Performs a variety of secretarial duties for the Human Services Director, Assistant Director, and other human services personnel, as needed.
- Schedules meeting rooms, acquires supplies and otherwise assist all Department Staff in logistical program matters.
- Provides office reception.
- Provides assistance to all staff regarding agency computers and other office equipment.
- Types, duplicates, distributes and files correspondence, reports, policies, produces brochures, flyers and publications as well as other related materials. Prepares meeting agendas.
- Handles correspondence and telephone calls relating to agency clients and personnel and other matters requiring confidentiality and discretion.
- Maintains department resource materials, lending library, and public relations articles.
- Prepares requisitions for office materials and program supplies and services.
- Responsible for updating computerized Board, Committees, and Program listings and distributing to necessary personnel. Meeting announcements to all Boards, Committees and Programs.
- Responsible for maintaining department's Fixed Asset Inventory and reconciling at fiscal year end.
- Performs other duties as required.

### **KNOWLEDGE, SKILLS & ABILITIES**

- Working knowledge of office operations and procedures.
- Skilled at typing.
- Ability to organize and coordinate a multitude of tasks so as to complete projects in accordance with established due dates.
- Ability to learn assigned tasks readily and to adhere to prescribed routines.

- Ability to maintain automated files and record systems.
- Ability to compose routine letters and memoranda.
- Ability to work effectively and courteously with officials, employees, and general public on a direct basis.

#### **REQUIRED EQUIPMENT OPERATION**

Operate an automobile, personal computer, Microsoft Office software and other programs, copying machines, fax, and other standard office equipment.

#### **QUALIFICATIONS (Minimum)**

Graduation from high school, plus one year business school plus two (2) years of related experience or equivalent.

### ***Secretary II***

Part-time (15 hours/wk)

#### **BASIC FUNCTION**

Performs secretarial duties including filing, answering telephones, coordinate data management, assisting with inquiries from the public and other various office duties as assigned while working under the supervision of the Director of Youth and Family Services.

#### **PRINCIPLE RESPONSIBILITIES AND DUTIES**

- Assists town residents with questions and directs inquiries as appropriate. Answers telephones, provides helpful information and takes messages. Resolves questions or refers to appropriate staff as required.
- Assists with third party client billing.
- Gathers and collates data for monthly department and state reports.
- Coordinates department's reporting database.
- Assists with monitoring, tracking and recording financial expenditures to ensure local and grant funds are in compliance.
- Prepares requisitions for purchasing using the Town financial system.
- Assists with special projects as requested.
- Performs other duties as assigned. Serves as back up for the reception area as necessary.

#### **REQUIRED KNOWLEDGE, SKILLS, AND ABILITIES**

- Working knowledge of office operations and procedures.
- Ability to deal effectively with the public, Town Officials, other government representatives and Town employees. Ability to establish and maintain satisfactory working relationship with other employees and with the general public.
- Ability to organize and coordinate work so as to complete projects in accordance with established due dates.

- Ability to operate department computer with current office suite products. Ability to learn new computer applications. Ability to maintain computerized files and systems.
- Ability to learn assigned tasks readily and to adhere to prescribed routines.
- Ability to maintain confidential information and records.
- Ability to compose routine letters and memoranda.

### **REQUIRED QUALIFICATIONS**

Graduation from High School or equivalent with some business school or college background plus 1-2 years experience working in an office setting with increasingly more independent work responsibility.

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## **STAFF GROWTH & DEVELOPMENT**

Staff development is for the benefit of professional, administrative, and other support staff. It consists of two parts: Team development and individual development. Overseeing staff growth and development is the direct responsibility of the Director.

### ***INSERVICE TRAINING***

Team development is an ongoing process of general plans to enhance quality of care to clients, promote the highest professional standards, and to prevent staff burnout. Areas of development include:

- a. Program and agency goals
- b. New and/or updated methods of treatment
- c. Quality care of clients and client care evaluations
- d. Problem solving techniques
- e. Educational growth for staff members
- f. Assessment of program
- g. Team Building
- h. Other areas requested by staff members

The staff develops general staff development plans for the coming year. Components of the plan which meet staff needs are addressed through staff meetings and workshops. In-service plans will be documented through agendas, attendance records and names of presenters. They are also evaluated by the staff. The quality of staff development progress is reviewed annually by the Director.

### ***INDIVIDUAL TRAINING***

Individual staff development is an ongoing process to aid the staff members in reaching their highest potential.

An annual review and evaluation of the staff member's growth and development is completed by the Director and the staff member's supervisor for the purpose of evaluating staff's ability to perform the duties of the job. Revisions to the plans are made if necessary through consultation with the staff member and Director. Revisions are signed and dated by concerned parties. Each staff member, at the time of his or her annual review, will complete an evaluation of the Director and the supervisor as supervisors.

Specific annual objectives are designed for each staff member with objectives for professional growth. The Director and the supervisor and the individual staff member develops the objectives during the staff member's annual review. Objectives are signed and dated by all parties involved. Resources are set aside in the agency's budget to send staff members to conferences or workshops.

**ORIENTATION POLICY**

Madison Youth and Family Services Orientation Procedures  
Employee /Intern



<b>Employee/Volunteer Name:</b>
<b>Position Hired For:</b>
<b>Date of Hire:</b>
<b>Projected Date that Probationary Period will end:</b>



**Prior to Start Date:**

	<b>Employee Initials/Date</b>	<b>Supervisor Initials/Date</b>
<b>Completed Background Check</b>	N/A	
<b>Checked References</b>	N/A	
<b>Successfully completed a clean drug test</b>	N/A	
<b>Create an employee file that includes:</b> <ul style="list-style-type: none"> <li>○ <b>Resume</b></li> <li>○ <b>Application</b></li> <li>○ <b>Copy of Diploma</b></li> <li>○ <b>Copy of Professional License, Certification(s) –if pending please see note at the end of the form</b></li> <li>○ <b>Background check</b></li> <li>○ <b>References</b></li> <li>○ <b>Drug test</b></li> </ul>	N/A	
<b>Insurance and tax forms have been completed with Human Resources?</b>		
<b>Expectations of why appropriate dress is important in our line of work was reviewed</b>		
<b>Received and reviewed the Madison Youth &amp; Family Services hours of operations and the need to be flexible to meet the clients' needs</b>		
<b>Review agency mission and philosophy</b>		

<i>General Orientation</i>	<b>Employee Initials/Date</b>	<b>Supervisor Initials/Date</b>
<b>Tour Youth Services Building and Memorial Town Hall:</b> <ul style="list-style-type: none"> <li>○ Tour of office(s) including assigned office and location of bathrooms, meetings spaces</li> <li>○ Emergency exits (safe rides door, back door, and elevator)</li> <li>○ Shown where fire extinguishers are (in both buildings)</li> <li>○ Shown where Escape routes are (in both buildings)?</li> </ul>		
<b>Payroll procedures were reviewed</b>		
<b>Personnel evaluation procedures were reviewed required license/certification/ degree will be obtained by:_____</b>		
<b>Signed Volunteer agreement (if applicable)</b>		
<b>Employee sick, vacation, personal time accrual procedures have been reviewed</b> <ul style="list-style-type: none"> <li>• Discuss how this works if employee is part time</li> </ul>		

<b>Technology Department</b> <ul style="list-style-type: none"> <li>○ Set up email address and assign computer station</li> <li>○ Assign phone, password and basic phone operations are explained</li> <li>○ Assign Mailbox</li> <li>○ Review how to check email and phone messages from home</li> <li>○ Received and reviewed the town policies on appropriate use of internet</li> </ul>		
<b>Procedures for disciplinary action have been reviewed</b>		
<b>Received and reviewed the Agency's organizational chart</b>		
<b>A copy of Town Policies and Procedures was given</b>		
<b>Keys (as needed for role)</b> <ul style="list-style-type: none"> <li>○ Office</li> <li>○ Filing cabinets</li> <li>○ Other</li> </ul>		
<b>Procedures to manage office crisis have been reviewed</b> <ul style="list-style-type: none"> <li>○ Mr. Fox, Mr. Bird, 911</li> </ul>		
<b>Procedures to manage community crisis have been reviewed</b>		
<b>Confidentiality</b> <ul style="list-style-type: none"> <li>○ Be aware of surroundings within the office</li> <li>○ If you are discussing a client or family do so in an office and not the common meeting area (waiting room,</li> </ul>		

<p>kitchen, secretary's office)</p> <ul style="list-style-type: none"> <li>○ Be aware of what private information is on a visible computer screen ( client info)</li> <li>○ Do not leave identifying information laying around (client files, emails, phone numbers)</li> <li>○ HIPPA compliance</li> </ul>		
<p><b>Mandated Reporting for child abuse or neglect</b></p> <ul style="list-style-type: none"> <li>○ Agency policy/procedures at the office</li> <li>○ State reporting procedures if at a school</li> </ul>		
<p><b>Mandatory meetings (dates, times)</b></p> <ul style="list-style-type: none"> <li>● General Staff Meeting</li> <li>● Department Meetings (clinical, prevention)</li> <li>● Town Campus Meetings</li> <li>● Discuss how this works if employee is part-time</li> </ul>		
<p><b>Office procedures</b></p> <ul style="list-style-type: none"> <li>● Time Sheets</li> <li>● Procedure for invoice(contractual)</li> <li>● Policy and procedures for Leave Request (vacation, sick, personal)</li> <li>● Procedures about who to notify when leaving work early or calling in sick</li> <li>● Stamps over 30 ask Secretary</li> <li>● E-filing and hard copy filing</li> <li>● Mileage Reimbursement</li> <li>● Purchasing program supplies: <ul style="list-style-type: none"> <li>1. Within budget (ask supervisor)</li> <li>2. Beyond budget (ask Director)</li> <li>3. What to do with receipts</li> </ul> </li> <li>● Copy machine operation explained and demonstrated</li> <li>● Copier use over 50, get permission from Administrative Asst.</li> <li>● Scanning (general use)</li> <li>● Orientation to reception area including mailboxes, file cabinet, clinical forms</li> <li>● Terms and conditions of asking help from the secretary has been reviewed and explained</li> </ul>		
<p><b>Review and discuss our media policy</b></p>		
<p><b>The expectations were reviewed regarding appropriate agency boundaries regarding:</b></p> <ul style="list-style-type: none"> <li>● Accepting/giving gifts</li> <li>● Social Media (Facebook, Twitter)</li> <li>● Cell phones (giving out personal cell phone</li> </ul>		

number)		
Procedure for coffee funds		
The staff contact list was given		
Review and discuss the procedures about inclement weather		
<b>Review Policies on:</b> <ul style="list-style-type: none"> <li>• Sexual Harassment</li> <li>• Cultural competence</li> <li>• Equal rights opportunity</li> <li>• Filing grievances</li> <li>• Technology usage</li> <li>• Discipline</li> </ul>		
Discuss possible Professional Development opportunities		

### *Clinic Specific*

	Employee Initials/Date	Supervisor Initials/Date
Clinical Intake process and procedure		
Billing/fees policy and procedure		
Procedure for closing a case		
Clinic Forms		
Case presentation and clinical case review		
Professional Development Policy and Procedure		
Conflict of interest pertaining to your outside practice		
Confidentiality		
Supervision		
Received and reviewed policy procedures if working with/in the schools		
Procedures for the after-hours phone has been discussed and reviewed		

### *Prevention/M.A.D.E Specific*

	Employee Initials/Date	Supervisor Initials/Date
<b>Philosophy of Prevention:</b> <ul style="list-style-type: none"> <li>○ Social Development Theory</li> </ul>		

<ul style="list-style-type: none"> <li>○ 40 Developmental Assets</li> <li>○ Youth Empowerment</li> <li>○ Genuineness and caring</li> </ul>		
<b>Supervision</b>		
Received and reviewed policy procedures if working with/in the schools		
M.A.D.E. mission and vision has been reviewed		
M.A.D.E. subcommittee's has been explained and reviewed		

***Within The First Month***

	<b>Employee Initials</b>	<b>Supervisor Initials</b>
<b>Explanations of stats:</b> <ul style="list-style-type: none"> <li>○ Monthly</li> <li>○ SDE (tier one and tier two)</li> </ul>		
<b>Meet with Departments Heads and come to understand the different sectors of Madison Youth and Family Services</b>		
<b>Explanation of probationary period; within this time employee must</b> <ul style="list-style-type: none"> <li>○ Be able to complete a proper and through case assessment</li> <li>○ Work independently</li> <li>○ Understand how prevention works (social development theory, theories of prevention)</li> <li>○ Expectations to meet clients (kids) need</li> </ul>		
<b>Set up regular supervision with your supervisor</b>		

<p>I have been shown “Personal Policies of Madison Youth and Family Services” and I understand my personnel file is confidential and that I will have, upon request, access to my file and may add any written statements I wish to my file.  I have read CGS 17-38 on child abuse, neglect and mandatory reporting.</p>	
<b>Future professional requirements</b>	<b>What: Required Date:</b>
<b>Date of orientation:</b>	

<b>Employee Signature:</b>	
<b>Supervisor Signature:</b>	

### ***Connecticut General Statutes for Mandatory Reporting***

Sec. 17a-101. (Formerly Sec. 17-38a). Protection of child from abuse. Reports required of certain professional persons. When child may be removed from surrounding without court order. Reporting policy.

(a) The public policy of the state is: To protect children whose health and welfare may be adversely affected through injury and neglect; to strengthen the family and to make the home safe for children by enhancing the parental capacity for good child care; to provide a temporary or permanent nurturing and safe environment for children when necessary; and for these purposes to require the reporting of suspected child abuse, investigations of such reports by a social agency, and provision services, where needed, to such child and family.

(b) Any physician or surgeon registered under the provisions of chapter 370 or 371, any resident physician or intern in any hospital in this state, whether or not so registered, and any registered nurse, licensed practical nurse, medical examiner, dentist, psychologist, school teacher, school principal, school guidance counselor, school paraprofessional, social worker, police officer, clergyman, osteopath, optometrist, chiropractor, podiatrist, mental health professional, physician assistant, any person who is a Connecticut certified substance abuse counselor, any person who is a Connecticut certified marital and family therapist or any person paid for caring for children in a day care center who has reasonable cause to suspect or believe that any child under the age of eighteen has had physical injury or injuries inflicted upon him by a person responsible for such child's or youth's health, welfare or care, by a person given access to such child by responsible person, or by a school employee other than by accidental means or has injuries which are at variance with the history given of them, or is in a condition which is the result of maltreatment such as but not limited to, malnutrition, sexual abuse, sexual exploitation, deprivation of necessities, emotional maltreatment, or cruel punishment, or has been neglected as defined by section 46b-120 shall report or cause a report to be made in accordance with the provisions of subsection (c) of this section, except that if a member of a school staff who is required to report under the provisions of this section has reasonable cause to suspect or believe that any such child has had such injuries inflicted upon him by a school employee, the member of the school staff shall report the information which is to be included in the report described in said subsection (c) to the superintendent of the school district or supervisory agent of the nonpublic school in which the school employee is employed and such superintendent or supervisory agent shall immediately notify the child's parent or the other person responsible for the child's care that a member of the school staff has made such a report and shall report or cause a report to be made in accordance with the provisions of said subsection (c). When the attendance of the person who has such reasonable cause to suspect abuse with respect to such child is pursuant to the performance of services as a member of the staff of a hospital, school, social welfare agency or any other institution, such person shall notify the person in charge of such institution, or his designated agent, that such report has been made. Any person required to report under the provisions of this section who fails to make such report shall be fined not more than five hundred dollars.

(c) An oral report shall be made immediately by telephone or otherwise, to the state commissioner of children and youth services or his representative, or the local police department or the state police to be followed within seventy-two hours by a written report to the commissioner of children and youth services or his representative, except that if a school employee is suspected or believed to be responsible for the injuries or maltreatment, the superintendent or supervisory agent shall immediately make an oral report by

telephone or otherwise to the state commissioner of child and youth services, or his representative, and the local police department or the state police to be followed within seventy-two hours by a written report to the commissioner of children and youth services, or his representative, the local police department or the state police and, in the case of a report concerning a certified school employee, the commissioner of education, or his representative. The commissioner of children Title 17a and youth services or his designee shall notify the local police department or

(f) In proceedings in the superior court under this section, (1) the court may order the child, the parents, the guardian, or other persons accused by a competent witness with abusing the child, to be examined by one or more competent physicians, psychiatrists or psychologists appointed by the court; (2) the child shall be represented by counsel appointed by the court to speak in behalf of the best interests of the child, which counsel shall be knowledgeable about the needs and protection of children and whose fee shall be paid by the parents or guardian, or the estate of the child, or, if such persons are unable to pay, by the court. Said counsel shall also be appointed guardian ad litem for said child in all cases except those in which the court deems it appropriate to appoint a separate guardian ad litem; (3) the privilege against the disclosure of communications between husband and wife shall be inapplicable and either may testify as to any relevant matter; and (4) evidence that the child has been abused or has sustained a non-accidental injury shall constitute prima facie evidence that shall be sufficient to support an adjudication that such child is uncared for or neglected. If a school employee is convicted of a crime involving an act of child abuse as described in subsection (b) of this section, the state's attorney for the judicial district in which the conviction occurred shall in writing notify the superintendent of the school district or the supervisory agent of the nonpublic school in which the person is employed and the state board of education of such conviction. Upon receipt of such notification concerning a certified school employee, the commissioner of education shall commence certification revocation proceedings pursuant to the provisions of subsection (m) or section 10-45b.

(g) The commissioner of children and youth services shall maintain a registry of the reports received pursuant to this section and shall adopt regulations to permit the use of the registry on a twenty-four-hour daily basis to prevent or discover abuse of children. The information contained in the reports and any other information relative to child abuse, wherever located, shall be confidential subject to such regulations governing their use and access as shall conform to the requirements of federal law or regulations. The commissioner shall disclose such information to the legislative program review and investigations committee when requested in the course of such committee's official functions, in writing and upon a majority vote of said committee, provided no names or other identifying information contained in the registry shall be disclosed unless it is essential to the legislative purpose. No committee member or employee shall further disclose any information contained in the registry. Any violation of this subsection or the regulations promulgated by the commissioner hereunder shall be punishable by a fine of not more than one thousand dollars or imprisonment for not more than one year.

(h) Any person, institution or agency which, in good faith, makes the report required by this section shall be immune from any liability, civil or criminal, which might otherwise be incurred or imposed and shall have the same immunity with respect to any judicial proceeding which results from such report.

(i) For the purposes of receiving and making reports, notifying and receiving notification, or investigating, pursuant to the provisions of subsections (b), (c) and (e) of this section, a superintendent of a school district or a supervisory agent of a nonpublic school may assign a designee on his behalf.

(j) On or before July 1, 1990, each local and regional board of education shall adopt a written policy regarding the reporting by school employees of suspected child abuse in accordance with this section.

History: 1967 act added nurses, teachers, principals and social workers; 1969 act included licensed practical nurses in Subsec. (a); 1971 act inserted new Subsec. (a) stating policy of state, relettered former subsecs. (a) and (b) as (b) and (c), included medical examiners, police officers and clergymen in Subsec. (b), formerly (a), clarified and expanded provisions re circumstances requiring report, clarified to whom oral and written reports to made in Subsec. (c), added Subsecs. (d) to (g) and designated former Subsec. (c) as Subsec. (h), making minor changes to reach conformity with rest of section as amended; P.A.73-205 included dentists, psychologists and school guidance counselors in Subsec. (b) and added provision imposing fine for failure to report as required, amended Subsec. (c) to delete reports to health commissioner and impose seventy-two hour deadline for written report, amended Subsec. (d) to refer to examination rather than treatment of child, to require physician to advise parents, guardians etc. and to extend hospital custody period from seventy-two to ninety-six hours, amended Subsec. (f) to describe qualities appointed counsel must possess and to require court rather than welfare commissioner to pay fee and amended Subsec. (g) to make welfare commissioner rather than health commissioner responsible for registry; P.A. 74-293 included coroners, osteopaths, optometrists, chiropractors, podiatrists, day care center employees and mental health professionals in Subsec. (b), substituted "shall" for "may" in adoption of regulations in Subsec. (f)(2) thereby making representation by counsel mandatory and imposed deadline for adoption of regulations in Subsec. (g); P.A. 75-270 replaced welfare commissioner and department with commissioner and department of children and youth services and added provisions in Subsec. (d) for temporary custody of child; P.A. 75-384 returned duties to welfare department and commissioner, included emotional maltreatment in Subsec. (b), added provision re counsel as guardian ad litem in Subsec. (f), clarified confidentiality provision in Subsec. (g) and added provision re penalty for violation of section; P.A. 75-420 replaced welfare commissioner and department with commissioner and department of social services; P.A. 76-27 included action by commissioner of children and youth services in Subsec. (e); P.A. 76-27 included action by commissioner of children and youth services in Subsec. (e); P.A. 76-436 replaced juvenile court with superior court in Subsec. (d) to (f), effective July 1, 1978: P.A. 77-308 amended Subsec. (b) to refer to abuse of child by person responsible for his health, welfare or care or by person given access to child by responsible person and added reference to children neglected as defined by in Sec. 17-53; P.A. 77-614 and P.A. 78-303- replaced social services commissioner and department of human resources and made state police department a division within the department of public safety, effective January 1, 1979: P.A. 79-631 replaced commissioner and department of human resources with commissioner and department of children and youth services; P.A. 80-190 deleted coroners in Subsec. (b); P.A. 81-91 substituted commissioner of children and youth services for commissioner of human resources in Subsec. (c); P.A., 81-472 made technical changes; P.A. 82-203 amended Subsec. (b) by substituting sexual abuse and sexual exploitation for sexual molestation in the list of examples of conditions that are the result of maltreatment; P.A. 86-337 added requirement that commissioner of children and youth services immediately notify appropriate law enforcement agency of reports of child abuse: P.A. 88-218 added physician assistants, Connecticut certified substance abuse counselors and Connecticut certified marital and family therapists to the list of persons required to report child abuse in Subsec. (b) and made a technical change in Subsec. (g): P.A. 88-333 in Subsec (b) added a school employee as a person who has inflicted injuries, in Subsecs. (b) and )c) added requirements when it is suspected or believed that the injuries were inflicted by a school employee, in Subsec. (c) specified who is to investigate when a report concerns suspected or believed injuries by a school employee and added Subdiv (3) re reporting and

suspension when an investigation produces evidence that a child has been abused by a school employee, in Subsec. (f) specified what happens if a school employee is convicted of a crime involving an act of child abuse and added Subsec. (i) re the assignment of designees by a school superintendent; P.A. 89-60 amended Subsec. (c) to require that commissioner of children and youth services and the local police department or state police to notify each other when either receives an oral report alleging serious physical abuse or sexual abuse of a child, amended Subsec. (d) to allow physicians examining a child with respect to whom abuse is suspected to perform diagnostic tests and procedures necessary for the detection of child abuse, the expenses for such tests and procedures paid for by the parents or if they are unable to pay, by the commissioner, amended Subsec. (d) to allow the commissioner during the period of temporary custody, to provide the child with all necessary care including medical care consisting of an examination, with or without parental consent and diagnostic tests and procedures necessary to detect child abuse and amended Subsec. (g) to require the commissioner to disclose the information in the registry of child abuse reports received to the legislative program and review and investigations committee when requested and under certain conditions protecting confidentiality; P.A. 89-168 added a new Subsec. (j) which requires each local and regional board of education to adopt a 38a transferred to Sec. 17a-101 in 1991; P.A. 92-76 included school paraprofessionals in involving certified school employees, amended Subsec. (e) to require notification of commissioner of education in investigations involving certified employees and to add language concerning certification revocation proceedings and made technical changes in Subsec. (f)

See chapter 54 re uniform administrative procedure.

See Sec. 17a-49 re grants for programs for treatment and prevention of child abuse and neglect.

Annotations to former section 17-38a:

Cited. 165 C. 288, 295. Cited. 189 C. 276,283,289,293.

Cited. 6 CA 7, 9. Cited Id., 360, 361, 367. Cited. 8 CA 656, 659, 663. Cited 12 CA 585, 586, S90, 591. Cited 25 CA

586, 591.

Cited. 35 CS 241, 244.

Subsec. (a):

Cited. 177 C. 648, 660, 179 C. 155, 171. Cited. 187 C. 431, 439. Cited. 189 C. 276, 283. Cited.

192 C. 254, 262. Cited.

195C. 344, 353 Cited. 214 C. 256, 258, 264, 297. Cited. 217 C. 459, 470.

Cited. 6 CA 360, 363, 367, 368. Cited, 8 CA 656, 665, Cited, 12 CA 585, 591. Cited. 23 CA 410,

424. Subsec (e):

Cited. 189 C, 276, 279, 287-289, 293, 294.

Subsec. (f): Cited.

8 CA 656, 663.

Subdiv. (4) cited. 41 Cs 23, 28.

Annotations to present section:

Cited. 25 CA 586, 591, Cited, 26 CA 58, 59, 63.

26 CA 58, 62. Subsec. (e): Cited.

Sec. 17a-102. (Formerly Sec. 17-38b). Report of danger of abuse. Any of the persons, institutions or agencies described in subsection (b) of section 17a-101 having reasonable cause to suspect or believe that any child under the age of eighteen is in danger of being abused, but who does not have reasonable cause to suspect or believe any such abuse has actually occurred, shall immediately cause a written report to be made to the state commissioner of children and youth services or his representative, giving the names and addresses of the child and his parents, guardian, or other persons having a responsibility for his care and all evidence forming the basis for such belief. The commissioner of children and youth services or his agent shall promptly investigate the report to determine whether or not the child's welfare requires commencement of proceedings under section 46b-129. Any such person, institution or agency which, in good faith, makes the report required by this section shall be immune from any liability, civil or criminal, which might otherwise be incurred or imposed and shall have the same immunity with respect to any judicial proceeding which results from such report.

(P.A. 73-205, S. 2; P.A. 75420, S. 4, 6; P.A. X-308, S. 2, 4; 77-614, S. 521, 610; P.A. 79-531, S. 61, 111.)

History: P.A. 75-420 replaced welfare commissioner with commissioner of social services; P.A. 77-3t78 adds to suspect or,, and,, or believe, to make verb phrases conform with each other, P.A. 77 614 replaced social services commissioner with commissioner of human resources, effective January 1 1979; P.A 79-631 replaced human resources commissioner with commissioner of children and youth services; Sec. 17-38b transferred to Sec. 17a-102 in 1991.

Cited. 26 CA 58, 63.

## **VOLUNTEERS**

### ***VOLUNTEER POLICY***

Madison Youth and Family Services recognizes and appreciates the efforts of volunteers and interns and will orient, train, and evaluate them with the same respect and processes that we afford paid personnel. (See Human Resources, Section V, on training, orientation, supervision and evaluation procedures.)

### ***CRIMINAL CHECKS***

Madison Youth and Family Services performs criminal checks on persons who wish to be considered for direct service positions prior to acceptance.

### ***VOLUNTEER DRUG AND ALCOHOL POLICY***

Madison Youth and Family Services strongly supports a clear “no use” message regarding the illegal use of alcohol or other drugs. Madison Youth and Family Services’ volunteers who are involved in the illegal use of alcohol or other drugs will be required to take appropriate actions regarding their use of alcohol or other drugs if they wish to remain volunteers with this agency.

Procedures: Any volunteer working on behalf of Madison Youth and Family Services and/or its programs who has violated any town, state, or federal law related to alcohol or drug use will be allowed to continue their relationship to this agency, if they agree to:

1. Have a professional assessment of their potential alcohol or other drug problem conducted.
2. Participate in treatment in accordance with that assessment for a period of up to six months.
3. Submit a written plan of how they will reaffirm their dedication to the volunteer program(s) in which they are involved.
4. Accept a suspension from those programs which relate directly to helping others avoid problems connected to alcohol or other drugs (e.g. Eighth Grade Choices Program, Group for Assisting Peers, Safe Rides).

Any volunteer working on behalf of Madison Youth and Family Services and/or its programs who is found to have violated any town, state, or federal law related to alcohol or drug use on a second occasion will be terminated from their volunteer relationship with Madison Youth and Family Services for a minimum of six months. After a six month period they may reapply to be a volunteer based on their ability to show a strong commitment to changing their relationship to alcohol or other drugs. They cannot, however, be reinstated to those programs which relate directly to helping others avoid problems connected to alcohol or other drugs unless they are willing to publicly discuss their personal use and transition to abstinence.

1. Youth Services staff will implement this policy whenever an arrest is made and that information is within the public domain and when school policy violations occur that relate to alcohol and/or other drug issues.
2. Youth Services staff will also discuss potential violations upon the request of a concerned friend or relative who shares his or her concerns about a volunteer’s alcohol or other drug use. The appropriate staff person validated, the policy will be implemented. If they are denied, the matter will be dropped.

3. If, after being denied, concerns are again brought to the staff's attention through another source, the matter will again be discussed with the volunteer. If the concerns are validated, the policy will be implemented. If denied, the volunteer parent(s) or guardian(s) will be contacted and informed of the concerns.
4. Rumors of alcohol or drug involvement will not be acted upon. Repeated rumors from various sources may be treated the same as information from concerned friends or relatives (procedures 2 & 3).
5. Information that is shared with Youth Services staff in confidence will be treated as confidential and will not be acted upon unless there is a life threatening situation.
6. The following definitions will apply in enacting this policy:
  - a. A professional assessment will consist of a minimum of four sessions. Parental involvement will be stressed unless it is clinically judged to be counter-productive.
  - b. Treatment will consist of counseling (in-patient or out-patient), twelve-step meetings, educational meetings or any other therapeutic intervention recommended in the assessment. The coordinator of the volunteer program involved will monitor that treatment has taken place.
  - c. Suspension from the eighth grade Choices program will be for three Choices cycles; from Connect will be for three school months, from Safe Rides, DWI will be permanent and other violations will result in a two week suspension.

## **PROGRAM DEVELOPMENT AND EVALUATION**

### **A. Needs Assessment Policy**

Madison Youth and Family Services is committed to working to meet the changing needs of the community's children, youth and families through the on-going process of assessing needs and developing plans that will increase the community's ability to meet those needs.

Procedure

The Strategic Plan is based on a planning and review process including:

1. Periodic surveys and needs assessments
2. Agency records
3. Staff input
4. Input from clinical and community psychology consultants
5. An annual combined meeting of Board and Staff.

The agency will have written statements of goals and objectives revised annually.

The goals and objectives shall be related to the needs of the population served.

The plan to accomplish each goal or objective will be specified and time limited.

The plan will also state measurable criteria which will be used in assessing the programs' progress in meeting the goals and objectives.

The written plan shall be assessed yearly by the Director, the Program Committee of the Board and the Board of Directors. This annual report shall be written and it shall include both the achieved goals and objectives and objectives that were not met with an explanation as to the reason why. The Board will take action on this report.

### **B. Evaluation Policy**

Madison Youth and Family Services is committed to regular improvement of its services through regular evaluation of its programs.

### **C. Coordination Policy**

Madison Youth and Family Services will always work to maximize the efficiency of youth services through continued efforts to coordinate all local, regional, and state efforts.

### **D. Accessibility Policy**

Madison Youth and Family Services is committed to making its services accessible through outreach, physical accessibility, and through retaining staff that are culturally competent to meet the community's needs.

### **E. Client's Rights Policy**

Madison Youth and Family Services acknowledges the personal dignity of each client by ensuring the protection of the rights of the client and his/her family through development of written policies and procedures which address those rights.

#### Lists of Client's Rights

- Client rights include, but are not limited to:
- Every client shall receive service or appropriate referral without discrimination as to race, color, sex, marital status, religion, national origin, sexual preference, physical disability, or ability to pay.
- The clinical/case record of the client will be made available with the written consent of the youth and his or her parent(s) or legal guardian. The client may communicate freely with his/her attorney and/or private physician.
- The client has the right to refuse services.
- The client participates in the treatment/service planning to the extent of his/her ability. When appropriate, the family and/or significant others participate in the service planning process.
- When the youth/family request specific information about any program fee schedule, the program's rules, and client rights, these policies are available to those individuals seeking service and are visibly posted.
- Clients receive an explanation concerning the reason she/he was refused certain services.
- Clients receive a written procedure by which grievances presented by the youth and/or his family may be handled.
- Procedure for Filing a Client Grievance
- If a client has a problem in regard to his/her treatment, the client should first discuss it with the therapist or program worker, if the client is not satisfied, the client may ask to see the staff person's supervisor. If the therapist or program worker is the Director, the client may ask to see the Clinical supervisor.

#### F. Research Policy

A written, dated, and signed consent form shall be obtained from the client or client's family or legal guardian as appropriate for participation in a research project.

If research is conducted, guidelines are developed which conform to the Federal Department of Human resources Standards on Protection of Human Subjects.

Refusal to participate in a research project shall not compromise service delivery to that client.

#### G. Violence Policy

Madison Youth and Family Services is committed to encouraging positive growth and connectedness among young people and their families, their communities and their environment. We are deeply concerned about and distressed by the increasing acceptance of, and desensitization to, violent language, attitudes and behavior among individuals, and within communities. We see violence as a large, serious problem facing our community. Madison Youth and Family Services is committed to working toward its elimination. Madison Youth and Family Services views any violent behavior or language as unacceptable for its staff.

## **Plan**

In service to our commitment we will undertake the following:

1. Continue to deliver the “Who’s Got the Power?” program to the sixth grade of our public schools.
2. Design and implement a Violence Prevention Program for the eleventh grade of our public schools.
3. Further develop and implement components which address the issues of acceptance, tolerance, and kindness in interpersonal relationships for both the Peer Helper and Peer Advocate training programs.
4. Work toward enhancing the effect of “Who’s Got the Power?” by expanding its audience to include parents, teachers and other middle school staff.
5. Work toward the expansion of “Who’s Got the Power?” to the seventh grade level.
6. Include presentations that aim toward preventing violence in the Teen Life Day and Positive Youth Development Day workshops.
7. Act to ensure that our staff and volunteers model non-violent behavior and language. We expect of our staff, and encourage our volunteers, to respond appropriately to violent acts and language when confronted by them.

## **Philosophy**

Madison Youth and Family Services is committed to working toward the elimination of violence in all its aspects. We believe that every action an individual or organization takes to decrease the tolerance for violent behaviors, language and attitudes decreases violence. We also believe that every action an individual or organization takes to increase the reward for non-violent conflict resolution decreases violence.

## **Definition**

Madison Youth and Family Services defines violence as those things which cause, encourage, fail to prevent or halt, or leave unchallenged behaviors, language, and attitudes which diminish and divide people and increase the level of fear and antagonism. Included in this would be physical, sexual, emotional and verbal abuse, misuse of power and influence, gender-related violence, sexism, heterosexism, racism, classism, anti-Semitism, environmental violence, ageism, and behaviors, attitudes, and language which discourage awareness of our interrelatedness.

## CLINICAL SERVICES

### A. Service Priority Policy

The following, in order, are criteria for priority consideration for clinical services:

1. Clients with problems of a life-threatening or near life-threatening nature.
2. Clients who are homeless.
3. Clients who would be unable to afford comparable services at another agency.
4. Clients who are referred for counseling through the agency's Host Home and Juvenile Review Board Programs.

### B. Policy on Case Records

Madison Youth and Family Services is committed to providing quality casework services including:

- The maintenance of individual case records
- A uniform record keeping system
- A treatment plan for each client to be developed within the first four visits
- On-going supervision of all casework staff (including periodic reviews of client treatment plans).

### C. Confidentiality Policy

All case records will be handled with the utmost respect for our clients' privacy. All records will be kept in a locked file. Case information will not be released without the written consent of a client or his or her guardian unless there is imminent risk of serious harm to the client or another individual, or unless there is child neglect or abuse as described by the Connecticut General Statutes.

## Procedures Related to Releasing Information

- A. Release of Information form (see appendix) will be part of the record signed and dated by client and family member where appropriate. This form will include the following:
  - a. Name of person, agency, or organization to which information is to be disclosed.
  - b. The specific information to be disclosed.
  - c. The date consent was signed, signature of client, and witness of consent.
  - d. A notice that consent is valid for a specific time.
- B. The written consent of client or client's authorized representative to the disclosure of information shall be considered valid only if the following conditions have been met:
  - a. Concerned party shall be informed of the specific type of information that has been requested and, if known, the benefits and disadvantages of releasing that information.
  - b. The client or representative shall give consent voluntarily.
  - c. Client's consent shall be acquired in accordance with all applicable federal, state and local laws, rules and regulations.

Every consent to the release of information, actual date information was released, and signature of staff member releasing information shall be part of client's records. jStaff members and other persons having

access to client's records shall be required to abide by written policies regarding confidentiality of client's records.

In a life threatening situation, in all cases of child abuse and/or neglect (SCGS-17), or when an individual's condition or situation precludes the possibility of obtaining written consent, the agency may release personal psychological information to personnel responsible for the individual's care without the individual's consent, and without the authorization of the Director, or a designated member when obtaining such an authorization could cause an excessive delay in delivering treatment to the individual. (see form next page)

#### **Procedure regarding Exceptions**

When information has been released under emergency conditions, or due to child abuse or neglect, the staff member responsible for the release of information shall enter pertinent details of the transaction into the individual's record including the following items:

- a. The date the information was released
- b. The person to whom the information was released
- c. The reason the information was released
- d. The reason written consent could not be obtained
- e. The specific information released.

All emergency releases shall be reviewed by the Director or Clinical Supervisor.

#### **D. Record Retention/Disposition**

Casework and counseling records will be stored for seven years beyond the closing of that record. Records will then be destroyed in a manner that will ensure confidentiality. The Director or his/her designee will supervise this process.

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**AUTHORIZATION TO OBTAIN AND/OR RELEASE PROTECTED HEALTH INFORMATION**



**MADISON YOUTH AND FAMILY SERVICES**  
10 School Street  
Madison, Connecticut 06443-2691

Phone: (203) 245-5645  
Fax: (203) 245-5648

**Authorization to Obtain and/or Release Protected Health Information**

Client Name \_\_\_\_\_ Date of Birth \_\_\_\_\_ Client Number \_\_\_\_\_

I hereby authorize Madison Youth and Family Services to **Release** \_\_\_\_\_ and/or **Obtain** \_\_\_\_\_ (check one or both) the following protected health information (hereinafter "PHI") as that term is defined in the Health Insurance Portability and Accountability Act of 1996 (hereinafter "HIPAA") on behalf of the above named client:

**Requested data, check all that apply:**

- |                                                                          |                                                |
|--------------------------------------------------------------------------|------------------------------------------------|
| <input type="checkbox"/> Treatment records                               | <input type="checkbox"/> Clinical Case Notes   |
| <input type="checkbox"/> Diagnostic records                              | <input type="checkbox"/> Laboratory tests      |
| <input type="checkbox"/> Medical and physical history                    | <input type="checkbox"/> MY&FS billing records |
| <input type="checkbox"/> Discharge summary and aftercare recommendations | <input type="checkbox"/> Demographic data      |
| <input type="checkbox"/> Psychological tests                             | <input type="checkbox"/> Other Specify _____   |
| <input type="checkbox"/> Psychosocial assessment                         | <input type="checkbox"/> Other Specify _____   |
| <input type="checkbox"/> Treatment plan                                  |                                                |

Name of recipient: \_\_\_\_\_ Phone Number of recipient: \_\_\_\_\_

Address of recipient: \_\_\_\_\_

**The PHI is being used/disclosed for the following purposes:**

- Diagnosis and continuing treatment
- To enable judges, attorneys, probation/parole officers to support treatment goals or make legal decisions on my behalf
- To coordinate treatment efforts with my family/concerned persons or other providers/agencies
- Other \_\_\_\_\_

This form serves the dual purpose of a general authorization for the release of protected health information and a specific authorization for the release of information protected by state and federal confidentiality laws and regulations. The information to be released may contain information pertaining to psychiatric, psychological, alcohol, drug and/or HIV or AIDS testing, diagnosis or treatment.

I understand and acknowledge that use and/or disclosure may be made on behalf of MY&FS by any of its officers, members, employees, agents, or representatives while acting on its behalf. I understand and acknowledge that MY&FS will make reasonable efforts to use, disclose, and request only the minimum amount of PHI needed to accomplish the intended purpose of the use, disclosure or request, to the extent required by HIPAA. I understand that the above information is protected under Chapter 899 of the Connecticut General Statutes as well as Federal Confidentiality Regulations 42 CFR (Part 2) and cannot be disclosed without my written consent unless otherwise provided for in the regulations. By executing this authorization, I expressly acknowledge that the information used or disclosed pursuant to this authorization may be subject to disclosure by the recipient and may no longer be protected under HIPAA.

I understand and acknowledge that MY&FS will not condition treatment, payment, enrollment or eligibility for benefits on my execution of this authorization. I understand and acknowledge that I have a right to inspect and copy my PHI. I understand and acknowledge that I have a right to refuse to execute this authorization. I understand and acknowledge that such use or disclosure may result in remuneration to MY&FS. I understand and acknowledge that I have the right to revoke this authorization in writing at any time, except to the extent that MY&FS has taken action in reliance thereon. In order to revoke this authorization, I understand and acknowledge that I must send written notification expressly stating that I am revoking my authorization to use or disclose individually identifiable health information to Assistant Director, Clinical Services of MY&FS at 10 School Street, Madison, CT 06443. I understand and acknowledge that this authorization expires one year from the later of: (1) the last day MY&FS provides or renders treatment to me; or (2) the day MY&FS receives any and all payments for services rendered by it to me, whether such payments are made by me, my insurance provider, or a third party. By executing this authorization, I acknowledge that I will be provided a copy of the same by MY&FS. If at any time I lose my copy, I understand and acknowledge that I may request a copy by contacting the assigned clinician and a copy will thereafter be provided to me.

\_\_\_\_\_  
Printed name of client or legal representative

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of client or legal representative

\_\_\_\_\_  
Legal relationship to the client

\_\_\_\_\_  
Signature of staff

- Copy given to the client/legal representative  Client/legal representative declined copy

### ***Counseling Fee Policy***

Clients will be expected to pay for counseling services provided by Madison Youth and Family Services staff and student interns. The rate of pay for counseling services will be based on a family income-adjusted fee schedule approved and reviewed annually by the Madison Youth and Family Services Board of Directors. There is no charge for an initial informational meeting. Clients having difficulty paying the adjusted fee may negotiate a more affordable fee and no client will be denied service due to an inability to pay. Clients seen by the Student Assistance Counselors at Daniel Hand High School, Walter Polson Middle School and Dr. Robert H. Brown School, including related family assessments, are exempt from payment.

### **Procedures On Payment For Counseling Services**

- A. All clients requesting counseling services will receive a Counseling Fees Agreement Form prior to any fees being charged. The Counseling Fees Agreement will include:
  - a. The policy on payment for counseling services.
  - b. The family income-adjusted fee schedule.
  - c. Provision for dated signatures verifying the adjusted fee for the client.
- B. The counselor will determine the family income-adjusted fee with the client based on the client's self-reported income. Youth, (and students under twenty-one years of age) without family financial support, for these services shall be considered as a family of one for the purposes of establishing their adjusted fee.
- C. Clients having difficulty paying the adjusted fee due to hardship (e.g. medical bills, termination of employment, etc.) may negotiate a more affordable fee.
- D. The counselor has the authority to reduce client fees up to two categories on the family income adjusted fee schedule. Further reductions or a fee waiver need to be approved by the coordinator of Social Services.
- E. Fees may be renegotiated if the client's economic status changes.
- F. Counseling fees will be due at the end of each counseling session. Checks will be payable to Youth and Family Services/Town of Madison.
- G. Twenty-four hour notice will be required to cancel a counseling appointment. Counseling fees may be charged to clients who do not file adequate cancellation notice or consistently miss scheduled appointments.
- H. Any discrepancy or disagreement regarding fees can be appealed through the Director of Youth and Family services.
- I. When a payment is not received for three counseling sessions, the counselor will discuss the problem with the client and an overdue notice will be sent to the client.

- J. If a counseling bill for three or more sessions remains delinquent for one month and no attempt to arrange a payment schedule has been made, the overdue bill will be forwarded to the Town Attorney for collection.
- K. The counselor is responsible for recoding fees received and fees left unpaid.
- L. Any checks, cash and receipts will be deposited in locked file or cash box daily. Checks and cash will then be delivered to the Town Campus accounting office at a minimum of once per week.
- M. Any problems in the negotiation or collection of fees should be brought to the immediate attention of the Director.

**OUTPATIENT COUNSELING FEE AGREEMENT FORM**

Clients will be expected to pay for on-going counseling services provided by Madison Youth and Family Services staff and student interns. The rate of pay for counseling services will be based on a family income adjusted fee schedule approved and reviewed annually by the Madison Youth Services Board of Directors. Clients having difficulty paying the adjusted fee may negotiate a more affordable fee and no client will be denied services due to an inability to pay for counseling and payment is due upon the completion of each session. Thank you.

**FEE SCHEDULE**

Gross Annual Income	1	2	3	4	5	6
\$0 -21,660	10	10	10	10	10	10
\$21,661 - 32,480	25	20	15	10	10	10
\$32,481 – 37,890	40	30	25	20	15	10
\$37,891 – 43,230	55	45	40	35	30	25
\$43,231 – 58,220	70	60	50	40	30	20
\$58,221 – 73,240	70	70	60	50	40	30
\$73,241 – 88,200	70	70	70	60	50	40
\$88,201 – 103,161	70	70	70	70	60	50
\$103,162 – 118,120	70	70	70	70	70	60
\$118,121-----	70	70	70	70	70	70

Fee per session \_\_\_\_\_

\_\_\_\_\_  
Client or Parent/Guardian

\_\_\_\_\_  
Date

\_\_\_\_\_  
Staff

\_\_\_\_\_  
Date

If you have extenuating financial circumstances (e.g. unemployment, medical bills, recent divorce) that prevent you from being able to afford the fee schedule, please let your therapist know.

## **PHYSICAL SAFETY**

### **A. Physical Emergencies Policy**

In the event of a physical emergency, available staff will attend to the emergency by contacting the parents or guardians of all minor clients and/or ensuring that appropriate medical services are attained for the child. In the most urgent medical situations, an ambulance will be contacted prior to contacting parents or guardians. An accident report form will be completed within 24 hours.

### **B. Evacuation Policy**

Madison Youth and Family Services will promptly evacuate all visitors and staff according to posted evacuation routes and established procedures in case of fire or other similar emergencies.

#### **Procedure**

In the event that individuals in the Youth Services' offices need to evacuate as a result of a fire or any other emergency, the following should be followed:

The Secretary will alert all staff of situation and direct them to evacuate building immediately.

The Secretary is responsible for evacuation of clients in the waiting room.

The Secretary will call appropriate emergency numbers for assistance.

Other staff will immediately alert the Secretary of such a situation.

Other staff will immediately evacuate those people in their offices according to the posted evacuation procedure.

### **C. Violent Client Policy**

In the event that a client becomes violent, the police department will be called for assistance only in the event that staff are not able to ensure that client's safety or the safety of other clients or staff.

Upon resolution of violent outburst, incident will be documented by appropriate staff and the process reviewed by supervisory staff.