## **AGENDA**

# TOWN COUNCIL SPECIAL MEETING BUDGET WORK SESSION SATURDAY, FEBRUARY 6, 2021 8:00 A.M.

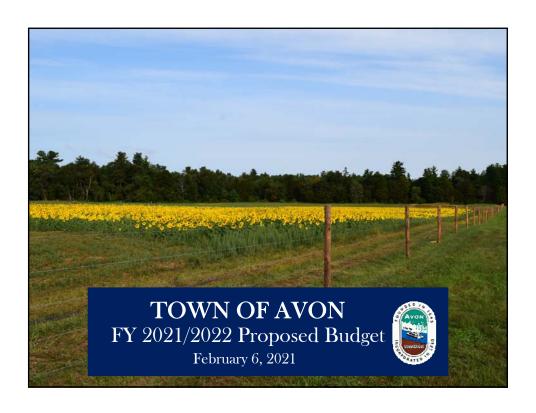
## VIA GOTOMEETING

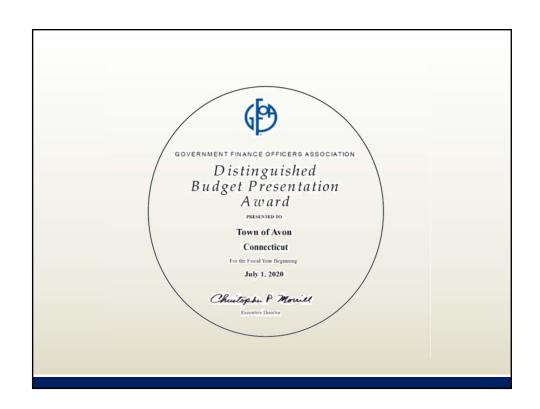
Join by web: <a href="https://global.gotomeeting.com/join/742381981">https://global.gotomeeting.com/join/742381981</a>
Dial by phone: 1-866-899-4679, Access code: 742381981#

- I. CALL TO ORDER
- II. OLD BUSINESS

20/21-13	FY 21/22 Budget: Review, Discussion and Adjustments
8:00 a.m.	Budget Overview
8:20 a.m.	Library
8:40 a.m.	Police Department
9:00 a.m.	Public Works
9:25 a.m.	Break
9:40 a.m.	Fire Department
10:10 a.m.	General Government
10:30 a.m.	Public Safety (except Fire and Police)
10:50 a.m.	Health/Social Services
11:10 a.m.	Recreation & Parks
11:30 a.m.	Conservation & Development
11:50 a.m.	Engineering/Sewers
12:10 p.m.	Lunch
12:40 p.m.	Special Revenue Funds / Capital Improvement Program
1:00 p.m.	Adjustments, wrap-up

- III. EXECUTIVE SESSION (Personnel)
- IV. ADJOURN





## Mission Statement & Goals

It is the mission of the Town of Avon to provide quality town services at a reasonable cost to all citizens and taxpayers.

## Long Term Goals:

- Provide continuity in planning and development, as the community approaches build out, by using an approach toward guiding growth as it naturally occurs, rather than artificially blocking or stimulating development;
- Ensure long-term fiscal stability and programmatic effectiveness by providing professional management of the Town's programs and finances resulting in effective and efficient delivery of quality Town services at a low tax rate;

## Mission Statement & Goals

#### (Continued)

- Provide a quality educational system with a caring and supportive learning environment by ensuring both high faculty standards and superior educational facilities, resulting in well-prepared students capable of successfully entering the nation's most competitive colleges and universities as well as competing in today's increasingly sophisticated world;
- Provide a safe, secure and pleasing environment where people can live, work and play in harmony with their surroundings



# Proposed Budget Summary FY 2021/2022

	FY 20/21	FY 21/22	\$ Inc/(Dec)	% Inc/-Dec
Town	\$ 26,583,791	\$ 27,551,259	\$ 967,468	3.64%
Education	62,941,294	February 15	February 15	February 15
Sewers	2,837,922	3,099,064	261,142	9.20%
Debt Service	2,959,750	3,111,575	151,825	5.13%
C.I.P	3,388,573	3,223,693	(164,880)	-4.87%
TOTAL	\$ 98,711,330	\$ 36,985,591	(\$ 61,725,739)	-62.53%
Less BOE	\$ 35,770,036	\$ 36,985,591	\$ 1,215,555	3.40%

# **Expenditures by Function**

	FY 20/21	FY 21/22	\$ Inc/(Dec)	% Inc/-Dec	
General Government	\$ 3,573,639	\$ 3,730,305	\$ 156,666	4.38%	
Public Safety	11,460,067	11,846,243	386,176	3.37%	
Public Works	6,820,218	6,942,801	122,583	1.80%	
Health & Social Services	598,263	622,461	24,198	4.04%	
Recreation & Parks	1,294,351	1,351,520	57,169	4.42%	
Edu.—Cultural (Lib.)	1,768,042	1,872,969	104,927	5.93%	
Cons. & Dev.	702,886	738,126	35,240	5.01%	
Miscellaneous	366,325	446,834	80,509	21.98%	
TOTAL	\$ 26,583,791	\$ 27,551,259	\$ 967,468	3.64%	

## Operating Budget Increases at a Glance

## **Major Drivers:**

Increase in Defined Benefit + \$270,984

Increase in Wages & Salaries + \$250,938

Increase in Hospitalization + \$133,991

Includes \$45,000 in employer contributions to HSA

Increase in Municipal Insurance + \$ 35,509

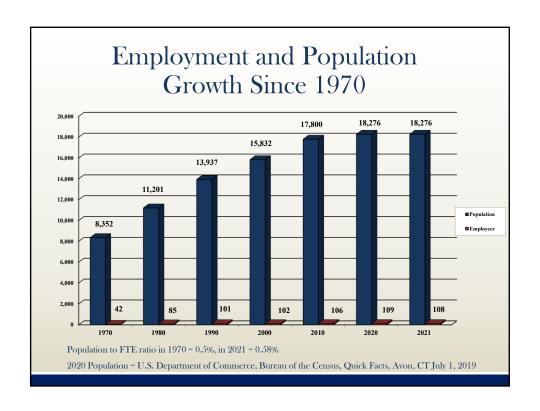
# Wages & Benefits

 FY 20/21
 FY 21/22
 \$ Inc/(Dec)
 % Inc/-Dec

 Total Wages & Benefits
 \$ 20,536,468
 \$ 21,261,131
 \$ 724,663
 3.53%

## **Additions:**

- Increase Funding for Non-Organized Personnel (2.25% GWI)
- Contractual Increases
  - Dispatch (2.25%)
  - Police in negotiation
  - Public Works in negotiation
- HR Administrative Secretary I to HR Administrative Analyst (\$11,385)



(All Funds)					
	FY 20/21	FY 21/22	\$ Inc/(Dec)	% Inc/-Dec	
Social Security	\$ 850,068	\$ 863,873	\$ 13,805	1.62%	
Retirement (Defined Benefits)	3,568,708	3,839,692	270,984	7.59%	
Retirement (Defined Contributions)	815,873	843,448	27,575	3.38%	
Medical	1,609,184	1,698,175	88,991	5.53%	
Employer HSA Contribution	0	45,000	45,000	100.00%	
Dental Insurance	94,073	82,026	(12,047)	-12.81%	
Worker's Compensation	332,998	339,189	6,191	1.86%	
Life/LTD Insurance	20,383	22,000	1,617	7.93%	
Retiree Health Trust (OPEB)* #74 & #75	1,657,122	1,688,731	31,609	1.91%	
TOTALS	\$ 8,948,409	\$ 9,422,134	\$ 473,725	5.29%	

# **Education & Culture**

The Education and Cultural expenditures include the Avon School System and the Avon Free Public Library. The **Board of Education** is responsible, under town charter and state statute, for the operation of the Town's public schools. The Board hires a Superintendent as its Chief Executive Officer. The **Avon Free Public Library** provides library services to the Town of Avon by written contract.

	FY 20/21	FY 21/22	Inc/(Dec)	% Inc/-Dec
BOE Expenditures	\$ 62,941,294	February 15		
Total Full-Time Positions	487.11	February 15		
Library Expenditures	\$ 1,768,042	\$ 1,872,969	\$ 104,927	5.93%
Total Full-Time Positions	8	8		
Total Part-Time Positions	35	37		









Public Safety
Includes all expenditures for the protection of persons and property including Police, Fire, Communications, Protective Inspections, Emergency Management, Canine Control and street lighting.

	FY 20/21	FY 21/22	\$ Inc/(Dec)	% Inc/-Dec
Expenditures	\$ 11,460,067	\$ 11,846,243	\$ 386,176	3.37%
Total Full Time Positions	49	49		
Police Administration	6	6		
Sergeants	8	8		
Detective Division	3	3		
Patrol Division	21	21		
Communications (Dispatchers)	6	6		
Building Inspection/Fire Marshal	4	4		
Fire Department	1	1		
Services and Supplies Major Items				
Fire Fighting Operating Grant	\$ 759,470	\$ 789,848	\$ 30,378	4.00%
Fire Fighting—Other (Hydrants)	\$ 885,000	\$ 885,000	\$ 0	0.00%

# **Public Works**

Includes all expenditures associated with the planning, design, development, construction & maintenance of Town infrastructure including roadways, drains, buildings, grounds, waste disposal systems, and the maintenance of Town and BOE vehicles and equipment.

	FY 20/21	FY 21/22	\$ Inc/(Dec)	% Inc/-Dec
Expenditures	\$ 6,820,218	\$ 6,942,801	\$ 122,583	1.80%
<b>Total Full Time Positions</b>	29	29		
Management	3	3		
Maintainers (B&G)	7	7		
Maintainers (Highway)	9	9		
Landfill Attendant	0	0		
Mechanics (M&E)	4	4		
Engineering	4	4		
Sewer Collections	1	1		

## General Government

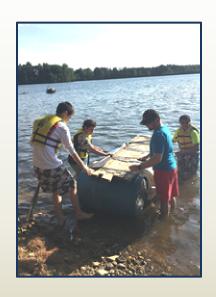
Includes all expenditures for the legislative, executive and judicial branches of Avon, as well as expenditures related to elections, human resources, the Town Clerk's Office, Town Hall buildings, IT and Financial Administration.

	FY 20/21	FY 21/22	\$ Inc/(Dec)	% Inc/-Dec
Expenditures	\$ 3,573,639	\$ 3,730,305	\$ 156,666	4.38%
Total Full Time Positions	14.4	14.4		

# Health & Social Services

Includes activities associated with the conservation and improvement of the public health and activities that provide public assistance and institutional care for individuals in need. Services include those offered by the Farmington Valley Health District, the Farmington Valley Visiting Nurses Association, Inc., Dial-A-Ride, and other human services.

	FY 20/21	FY 21/22	\$ Inc/(Dec)	% Inc/-Dec
Expenditures	\$ 598,263	\$ 622,461	\$ 24,198	4.04%
Total Full Time Positions	0.6	0.6		







# Recreation & Parks

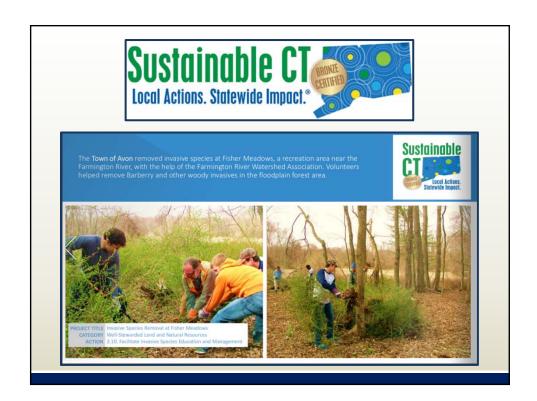
Includes expenditures related to the operation and maintenance of Townowned or leased recreational facilities, and recreational programs and activities.

	FY 20/21	FY 21/22	\$ Inc/(Dec)	% Inc/-Dec
Expenditures	\$ 1,294,351	\$1,351,520	\$ 57,169	4.42%
Total Full Time Positions	3	3		









# Conservation & Development

Includes activities related to the regulation of community growth and development including Planning, Zoning, Inland Wetlands, and Zoning Board of Appeals.

	FY 20/21	FY 21/22	\$ Inc/(Dec)	% Inc/-Dec
Expenditures	\$ 702,886	\$ 738,126	\$ 35,240	5.01%
Total Full Time Positions	3	3		

# Miscellaneous

Includes activities which cannot be properly classified or allocated to other functions or activities including Claims and Losses, Insurance, Intergovernmental Expenditures, and Contingency.

	FY 20/21	FY 21/22	\$ Inc/(Dec)	% Inc/-Dec
Expenditures	\$ 366,325	\$ 446,834	\$ 80,509	21.98%
Major Increases/Decreases:				
Municipal Insurance	\$ 277,450	\$ 312,959	\$ 35,509	12.80%

# Sewers

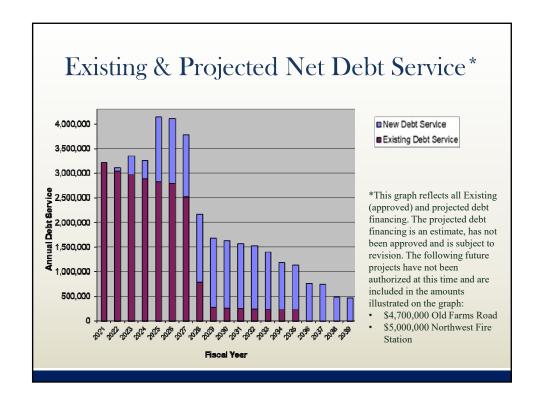
Includes activities related to planning and directing the installation, operation and maintenance of the public sanitary system in Avon.

	FY 20/21	FY 21/22	\$ Inc/(Dec)	% Inc/-Dec
Expenditures	\$ 3,547,922	\$ 3,099,064	(\$ 448,858)	-12.65%
Total Full Time Positions	1	1		

## **Debt Service**

FY 20/21	FY 21/22	\$ Inc/(Dec)	<u>% Inc/-Dec</u>
\$ 2,959,750	\$ 3,111,575	\$ 151,825	5.13%

- Manage, at a reasonable level, the Town's existing per capita debt, in order to effectively allow for future debt required to meet the Town's needs;
- Add additional debt only by taking into consideration the growth in Avon's population, the Town's financial condition and the rate of growth in the underlying tax base and budget base;
- Ensure long-term debt will not exceed the Town's resources for repaying the debt;
- Finance capital projects through the issuance of bonds for a period not to exceed the expected useful life of the project; and maintain the Town's Aaa/AAA credit rating.



# Capital Budget Projects—Facilities FY 2021/2022

#### **Account 485.01 CIP Facilities**

## TOWN:

Road Improvements*	\$ 624,003
Sycamore Hills Tennis Courts	225,000
Patrol Building Improvements – Generator Rpl.	85,000
Farmington Valley Trail Fence Rpl.	38,000
AVFD Facility Improvements	25,000
DPW Building Upgrades (Break Room Design)	25,000
TOTAL TOWN	\$1,022,003

\*Includes \$382,581 in Capital Projects Fund, \$132,434 in Fund 08 TAR and \$108,988 in Fund 11 LOCIP.

# Capital Budget Projects—Facilities FY 2021/2022

## **Account 485.01 CIP Facilities**

#### **BOARD OF EDUCATION:**

RBS Roof Replacement – Phase III \$ 425,000
AHS RTU (Roof Top Unit) Replacement – 398,190
Phase I 30,000

TBS Tennis & Basketball Court Repairs



RBS Roof Replacement, Phase III

TOTAL BOE \$ 853,190

TOTAL

**FACILITIES** \$1,875,779

# Capital Budget Projects—Equipment FY 2021/2022

## **Account 485.03 CIP Equipment**

## **TOWN:**

 Fire Apparatus Rpl.
 \$292,000

 APD Body & Dash Cameras
 226,500

 Police Vehicles
 130,000

 2007 Dump Truck Body (Highway)
 100,000

 2001 Utility Truck (B&G)
 60,000

 2003 Utility Truck (B&G)
 50,000

\$858,500

BOARD OF ED: \$0

TOTAL EQUIPMENT \$ 858,500



New Rescue 8 (Purchased via Lease-Purchase)

# Capital Budget Projects—CNREF FY 2021/2022

## Account 493 Capital & Nonrecurring Exp.

## **TOWN:**

Cider Brook Bridge Replacement\$ 195,000Potential Land Acquisition295,000

## **BOARD OF EDUCATION:**

**TOTAL CNREF** \$ 490,000

TOTAL TOWN (All projects) \$ 2,370,503 TOTAL BOE (All projects) \$ 853,190

> GRAND TOTAL ALL PROJECTS

<u>\$3,223,693</u>

0



Cider Brook Bridge

Special Revenue Funds					
Fund Name	<u>#</u>	FY 20/21	FY 21/22	\$ Inc/(Dec)	% Inc/-Dec
Forest, Park Mgmt.	04	\$ 10,000	\$ 10,000	\$0	0.00%
Sewer	05	3,547,922	3,099,064	(488,858)	-12.65%
Police Special Services	07	39,186	39,186	0	0.00%
Town Aid Road	08	312,623	312,434	(189)	-0.06%
Recreation Activities	09	457,512	425,223	(32,289)	-7.06%
09 Includes: Fees Reimbursable,		350,402			
Maintenance Fees,		54,410			
& Senior Citizens		17,700			
LoCIP	11	127,104	108,988	(18,116)	-14.25%
Fisher Meadows*	12	0	0	0	0.00%
BOE State & Fed. Grants	13	864,800	February 15	February 15	February 1:
BOE School Cafeteria	14	1,011,269	February 15	February 15	February 1:
BOE Use of School Facilities	15	50,000	February 15	February 15	February 1:
BOE Tech. Protection Plan	40	0	February 15	February 15	February 1:
TOTAL		\$ 6,420,416	\$ 3,994,895	(\$ 2,425,521)	-37.78%
LESS BOE		\$ 4,494,347	\$3,994,895	(\$499,452)	-11.11%

Special Revenue Funds			
Fund Title	<u>Description</u>		
Forest, Park, Management Fund (#04)	Anticipate revenues will come from Unassigned Fund Balance; no timber sale anticipated.		
Sewer Fund (#05)	The fees collected to service the system have, historically, covered approximately 75%-90% of the cost. The remaining 10%-25%, has in the past, been financed by a General Fund operating transfer. The charge per equivalent dwelling unit (EDU) is currently \$515 as approved by the Town's Water Pollution Control Authority in April 2019.		
Police Special Services Fund (#07)	Provide police services on a reimbursement basis. This fund is level funded at \$39,186.		

This is a fund used to account for improvements to Town

Activities, Facility Maintenance, and Senior Citizen Activities, and they will remain a self-funding, user fee

roads funded by State Grant Funds, including the purchase of treated road salt. \$312,434 is budgeted for FY 21/22. There are three (3) programs within this fund, Recreational

Town Aid Road Fund (#08)

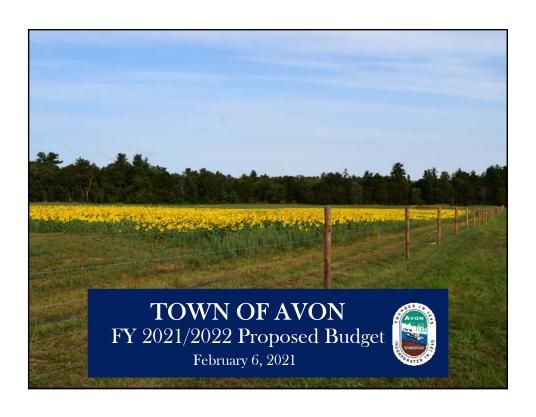
Recreation Activities & Facility Maintenance Fund (#09)

Fund Title	Levenue Funds
	<u>Description</u>
Local Capital Improvement Program Fund (#11)	State Grant Fund spent on infrastructure projects. This fund is budgeted at \$108,988 for FY 21/22.
Fisher Meadows/Fisher Old Farms Fund (#12)	For conservation, farming, recreation & open space, in accordance with legal requirements of the Fisher Family & the State.
BOE State & Fed. Education Grants (#13)	This fund's purpose is to account for State and Federal education prepayment grants. The Board of Education will submit its budget on or before February 15 <sup>th</sup> .
BOE Cafeteria Fund (#14)	This fund is set up to separately account for the operations of school cafeterias. The Board of Education will submit its budget on or before February 15 <sup>th</sup> .
BOE Use of School Facilities Fund (#15)	This fund is used to offset expenditures incurred for maintenance, personnel and utilities when school facilities are open for use by outside organizations. The Board of Education will submit its budget on or before February 15 <sup>th</sup> .
BOE Technology Protection Plan Fund (#40)	This fund is new for FY22. Used to repair and replace devices loaned to students. Funded by annual premiums from participating families. The Board of Education will submit its budget on or before February 15 <sup>th</sup> .

based fund.

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TOTAL	\$ 98,711,330	\$ 36,985,591	(\$61,725,739)	-62.53%
Less BOE	\$ 35,770,036	\$ 36,985,591	\$ 1,215,555	3.40%





Operating Budget Proposal

2021-22

## **OUR VISION**

Excellence in service to our community, seeking and seizing opportunities for growth and development, embracing the future while honoring the past.

## **OUR MISSION**

To provide all members of our community with a welcoming place that champions the love of reading and lifelong learning, stimulates curiosity, nurtures creativity, offers reliable information resources, unites generations and provides technology, programs and services that enrich, inspire and delight.

Access for All: Foster an inclusive, welcoming environment that promotes safe, free and convenient access to programs, services and information.

**Service:** Respect the traditional role of the library's service to the community and address the unique needs of individual users.

**Personal Growth:** Promote the joy of reading and lifelong learning. Connect people with the world of ideas and information through programs and other opportunities that stimulate, enlighten and enrich.

**Innovation:** Embrace the challenge of change. Explore possibilities and apply creativity and fresh thinking to all we do, seeking new and better ways to serve our community.

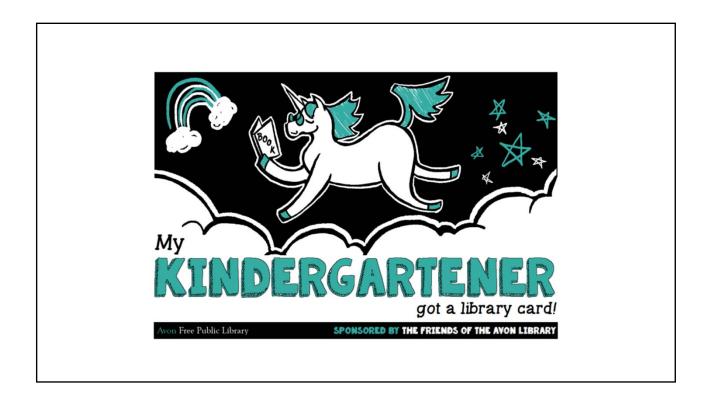
**Responsibility:** Provide resources and facilities that better our community and its institutions, businesses, civic and cultural groups.

**Excellence:** Deliver superior library services. Hire and cultivate staff who are knowledgeable, passionate and committed to the role libraries play in individual lives and the community.

Pine Grove and Roaring Brook Kindergarten classes visit Avon Library 2019













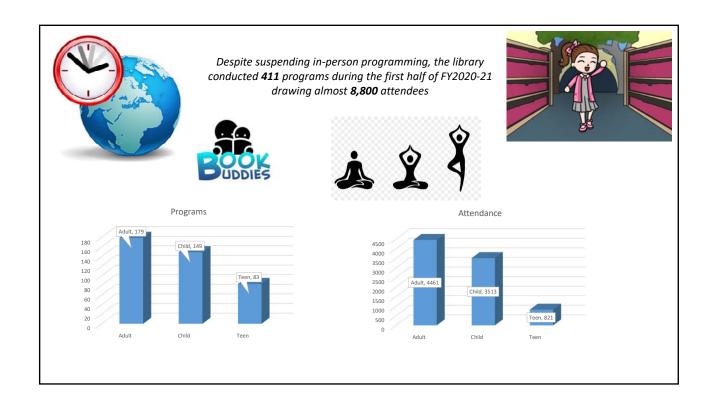




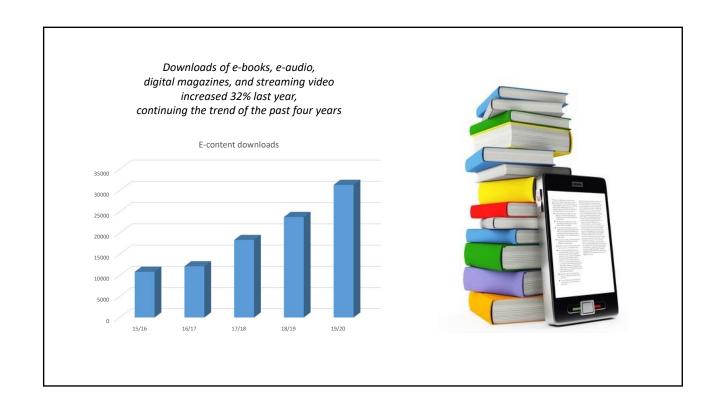
Welcome to the Connecticut Digital Archive Connect • Preserve • Share







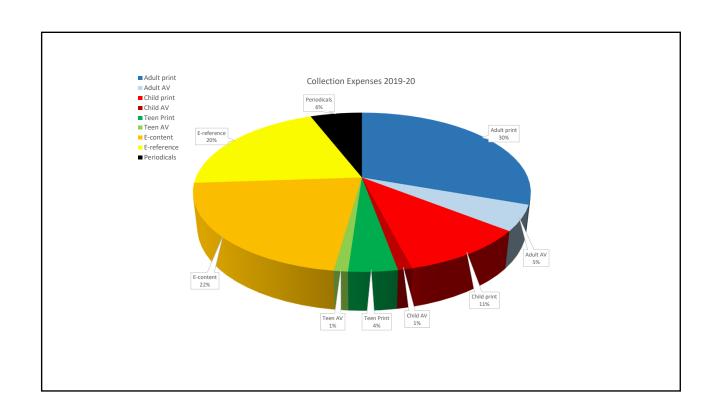






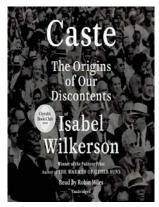
Despite our limited hours and services, circulation **increased** slightly in December 2020 over our totals for December of 2019 The library began offering contact free curbside pickup of library materials in May 2020. Since then we have scheduled more than **8,400** pickup appointments!





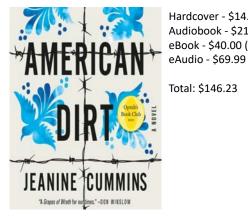
## Format fragmentation dilutes our book budget





Hardcover - \$17.02 Audiobook - \$24.03 eBook - \$55.00 (24 months) eAudio - \$95.00

Total: \$191.05



Hardcover - \$14.89 Audiobook - \$21.35 eBook - \$40.00 (24 months)

Total: \$146.23



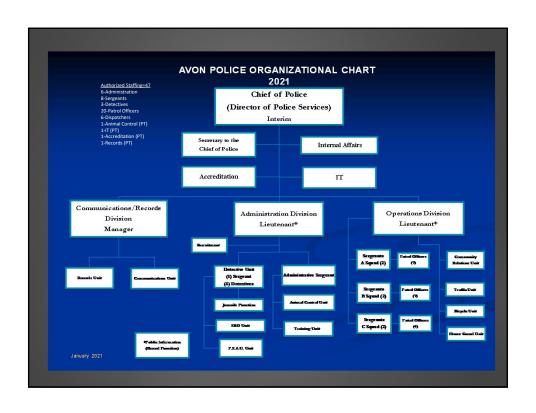
# Avon free public library

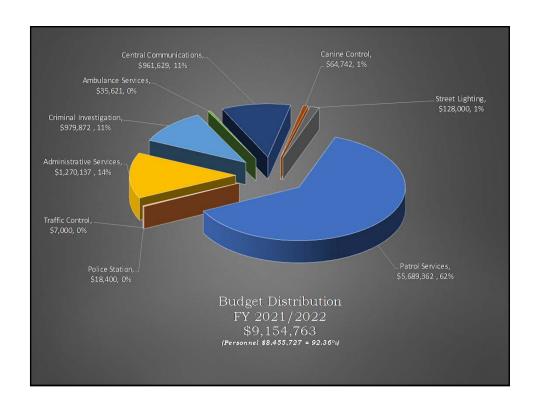
THE CENTER OF YOUR COMMUNITY

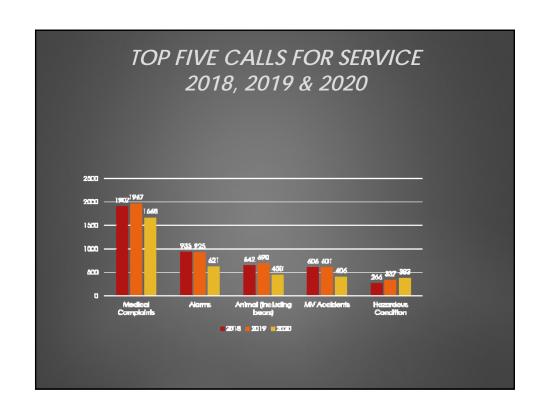


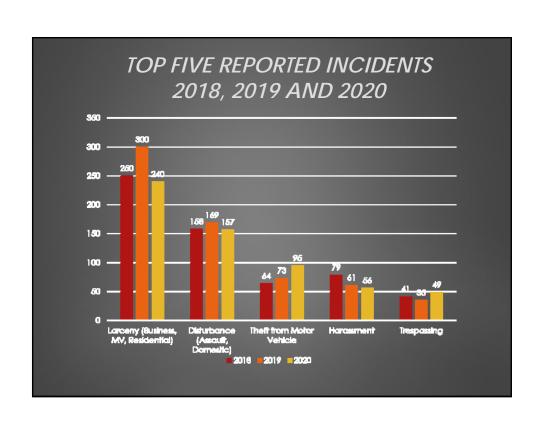
# Avon Police Department <u>Mission Statement</u>

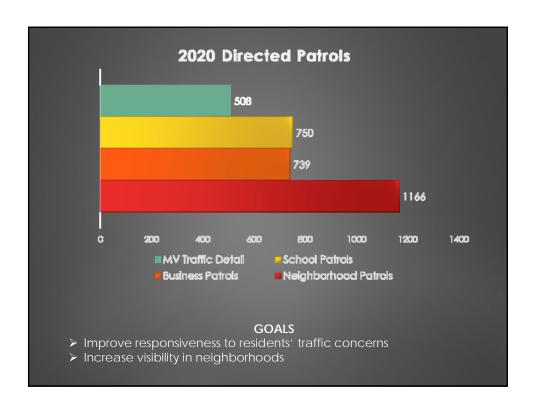
The mission of the Avon Police
Department is to provide professional,
progressive and welcoming police
services in conjunction with the
community, to maintain a high quality of
life, protect property, and promote
individual responsibility and community
commitment.

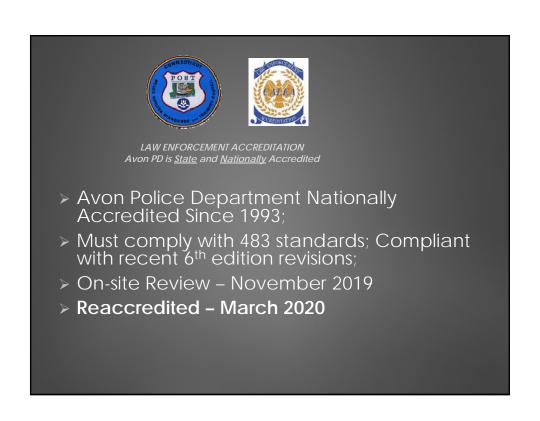












## *INITIATIVES*

- Compliance with Police Accountability Legislation (Drug Testing, Mental Health & Wellness Exams, Body and Cruiser Cameras, Training, ongoing policy changes – use of force, search & seizure, etc.
- Completion of Patrol Building Renovations
- COVID-19(procedural adjustments and vaccinations)

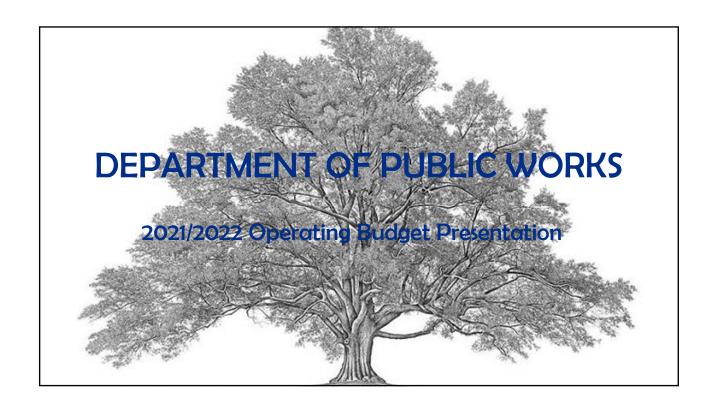


## INITIATIVES (Continued)

- Communications System-project ongoing
- Community Relations Outreach
- Continued Replacement of Aging Fleet and Equipment (Interview room recording equipment, Computers)
- Police Officer Recruitment (two vacancies)
- Career Development training above POST minimums.



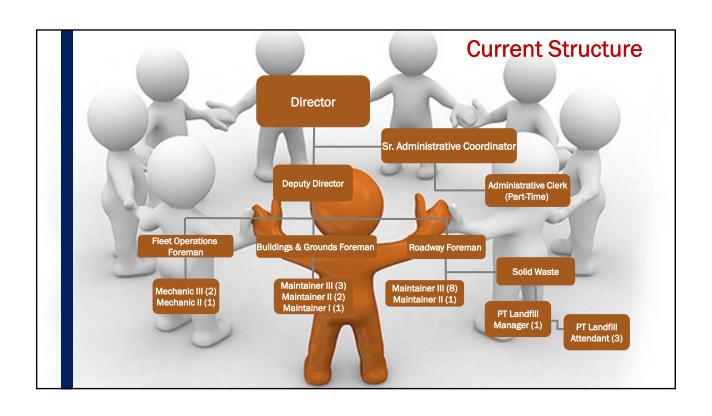


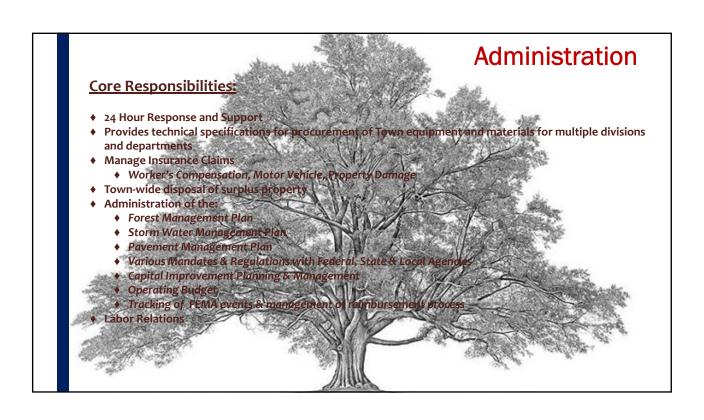


## Who we are and what we do...

The Department of Public Works is dedicated to providing the highest level of service to its residents in a manner that is fiscally responsible. We continually look at cost effective ways to improve the efficiencies of our Department and its services in a way that respects the environment and promotes the highest quality of life for both residents and visitors alike.

We are responsible for the administration, planning scheduling, supervision and coordination of the activities and functions of the Highway, Buildings and Grounds, Solid Waste and Equipment Maintenance Divisions, including CIP Projects.





# Core Responsibilities: 1 24 Hour Response and Support 1 Snow Removal Operations 1 Maintain 112.53 miles of roads & associated infrastructure 1 Road Improvements 1 Repair Pot Holes 1 Catch Basin Cleaning, Repairs & Replacements 2 Street Sweeping 2 Line Striping, Stop Bars, Crosswalks 1 Provide support to other departments and community events 2 Roadside Mowing 3 Maintenance and repairs of Street Signs/Traffic Control Signs 4 Right of Way (ROW) Maintenance 5 Tree Trimming & Removals 6 Vegetation Trimming & Removals





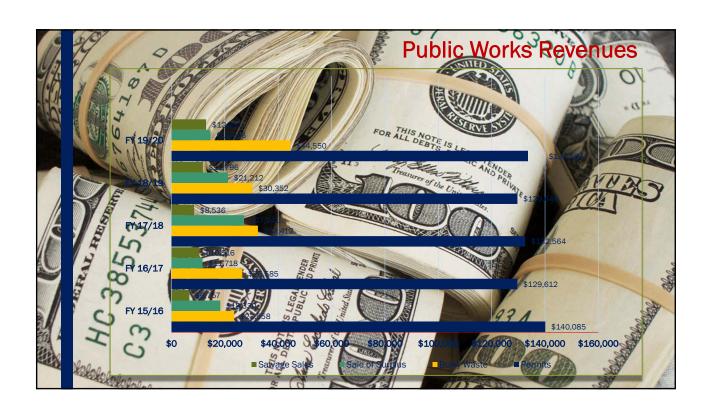
















# **Department of Public Works**

## In 2021/2022, our goal is:

- To continue to provide top quality, professional, effective, and timely services
- To be pro-active in our performance of preventative maintenance
- To maintain our infrastructure in safe and reliable condition

Thank You,

The Department of Public Works Team

