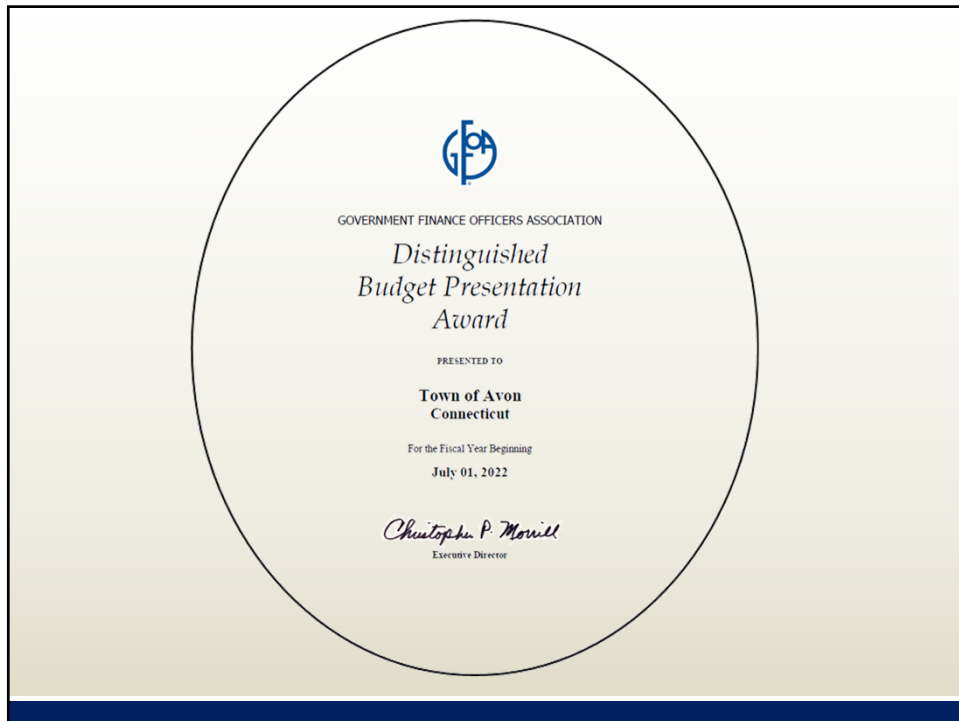


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2

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;

3

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



4

Proposed Budget Summary FY 2023/2024

	<u>FY 22/23</u>	<u>FY 23/24</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/-Dec</u>
Town	\$ 28,353,707	\$ 29,826,996	\$ 1,473,289	5.20%
Education	66,523,018	68,905,081	2,382,063	3.58%
Sewers	3,116,933	3,198,967	82,374	2.64%
Debt Service	2,962,950	2,889,400	(73,550)	-2.48%
C.I.P	5,291,836	4,559,906	(731,930)	-13.83%
TOTAL	\$ 106,248,104	\$ 110,130,350	\$ 3,882,246	3.65%

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Expenditures by Function

	<u>FY 22/23</u>	<u>FY 23/24</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/-Dec</u>
General Government	\$ 3,101,653	\$ 3,353,228	\$ 251,575	8.11%
Public Safety	9,528,242	9,886,948	358,706	3.76%
Public Works	5,786,646	6,092,010	305,364	5.28%
Health & Social Services	549,134	571,318	22,184	4.04%
Recreation & Parks	1,322,583	1,442,154	119,571	9.04%
Library & Education	1,689,468	1,688,265	(1,203)	-0.07%
Cons. & Dev.	530,069	520,641	(9,428)	-1.78%
Miscellaneous	5,845,912	6,272,432*	426,520	7.29%
TOTAL	\$ 28,353,707	\$ 29,826,996	\$ 1,473,289	5.20%

*Miscellaneous includes \$5,623,233 for Employee Benefits including DB Pension Contributions; OPEB Retiree Health Contributions; Life/LTD, HSA Employer Contributions and the Employee Assistance Program. The balance of \$649,199 includes funding for the Town's Insurance Programs (LAP and WC). Worker's Comp was previously allocated across departments.

6

Operating Budget Increases at a Glance

Major Drivers:

Increase in Wages & Salaries + \$670,167

Increase in Medical Insurance + \$223,215

Includes Medical Insurance, Medical Insurance Waivers and HSA Contributions

Increase in Retiree Health + \$ 99,000

Increase in Defined Contributions + \$ 65,735

7

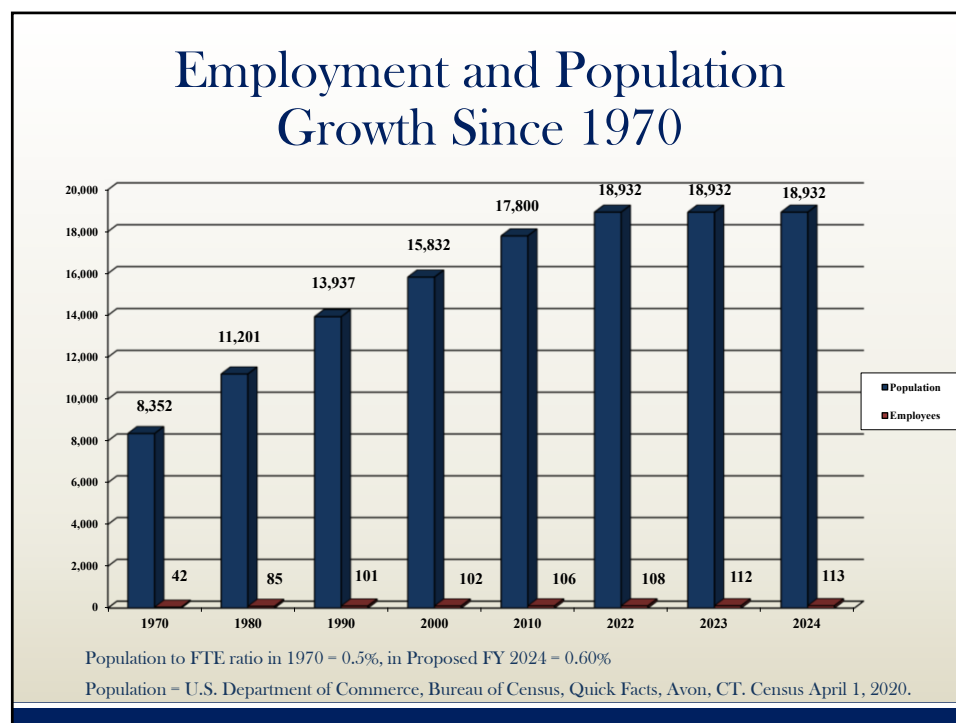
Wages & Benefits

	<u>FY 22/23</u>	<u>FY 23/24</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/-Dec</u>
Total Wages & Benefits	\$ 21,787,983	\$ 22,712,922	\$ 924,939	4.25%

Additions:

- Increase Funding for Non-Organized Personnel (2.75% GWI)
- Contractual Increases
 - Dispatch – (3.0%)
 - Police – (2.50%)
 - Public Works – in negotiation
- FT IT Specialist (+ \$ 97,613)
 - Filled in FY23 but was unbudgeted
- FT Patrol Officer (2nd SRO) (+ \$54,851)
 - 50% of wages and benefits, other 50% in BOE budget
 - Previously approved, but unfunded position
- Other adjustments include +\$66,000 for seasonal positions in Recreation. This includes general wage increases; step increases and wage adjustments for seasonal positions due to the extremely competitive labor market and an increase to minimum wage.

8



9

Personal Services Benefits (All Funds)

	<u>FY 22/23</u>	<u>FY 23/24</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/-Dec</u>
Social Security	\$ 885,275	\$ 924,415	\$ 39,140	4.42%
Retirement (Defined Benefit)	3,777,111	3,837,869	60,758	1.6%
Retirement (Defined Contr.)	862,488	928,223	65,735	7.62%
Medical Insurance	1,761,595	1,987,810	226,215	12.84%
Medical Insurance Waivers	100,000	90,000	(10,000)	-10.00%
Employer HSA Contribution	85,000	92,000	7,000	8.24%
Dental Insurance	93,719	99,687	5,968	6.37%
Worker's Compensation*	242,284	-	(242,284)	-100.00%
Life/LTD Insurance	22,000	22,000	0	0.00%
Retiree Health Trust (OPEB)**	1,772,000	1,871,000	99,000	5.59%
Employee Asst. Program***	-	3,240	3,240	100.00%
TOTALS	\$ 9,601,472	\$ 9,856,244	\$ 254,772	2.65%

* Beginning in FY24, WC has been consolidated as a Services & Supplies item under Municipal Insurance, Page L.5.

** In FY 2023/2024, \$313,545 is funded for Post-Retiree Medical (OPEB), and balance of \$1,557,455 is funded for current retiree health.

*** Employee Assistance Program is a program offered to employees that has historically been unbudgeted.

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Library & Education

*The Library & Education expenditures include the Avon Free Public Library and the Avon Public Schools. The **Avon Free Public Library** provides library services to the Town of Avon by written contract. 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.*

	<u>FY 22/23</u>	<u>FY 23/24</u>	<u>Inc/(Dec)</u>	<u>% Inc/-Dec</u>
BOE Expenditures	\$ 66,523,018	\$ 68,905,081	\$ 2,382,063	3.58%
Library Expenditures	\$ 1,689,468	\$ 1,688,265	(\$ 1,208)	-0.07%
Total Full-Time Positions	8	8		
Total Part-Time Positions	37	33		

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Public Safety

Includes all expenditures for the protection of persons and property including Police, Fire, Communications, Building Inspection, Emergency Management, and Canine Control .

	<u>FY 22/23</u>	<u>FY 23/24</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/-Dec</u>
Expenditures	\$ 9,528,242	\$ 9,886,948	\$ 358,706	3.76%
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	3	3		
Fire Department	1	1		
<u>Services and Supplies Major Items</u>				
Fire Fighting Operating Grant	\$ 791,680	\$ 833,364	\$ 41,684	5.27%
Fire Fighting—Other (Hydrants)	\$ 935,000	\$ 935,000	0	0.00%

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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.

	<u>FY 22/23</u>	<u>FY 23/24</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/-Dec</u>
Expenditures	\$ 5,786,646	\$ 6,092,010	\$ 305,364	5.28%
Total Full Time Positions	30	30		
Administration	3	3		
Maintainers (B&G)	7	7		
Maintainers (Highway)	10	10		
Mechanics (M&E)	4	4		
Engineering	5	5		
Sewer Collections	1	1		

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General Government

Includes all expenditures for the legislative, executive and judicial branches of Avon, as well as expenditures related to Elections, Human Resources, Town Clerk, Town Hall buildings, IT and Financial Administration.

	<u>FY 22/23</u>	<u>FY 23/24</u>	<u>\$ Inc/(Dec)*</u>	<u>% Inc/-Dec</u>
Expenditures	\$ 3,101,653	\$ 3,353,228	\$ 251,575	8.11%
Total Full Time Positions	16.5	17.5		

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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 social services.

	<u>FY 22/23</u>	<u>FY 23/24</u>	<u>\$ Inc/(Dec)*</u>	<u>% Inc/-Dec</u>
Expenditures	\$ 549,134	\$ 571,318	\$ 22,184	4.04%
Total Full Time Positions	1.5	1.5		

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Recreation & Parks

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

	<u>FY 22/23</u>	<u>FY 23/24</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/-Dec</u>
Expenditures	\$ 1,322,583	\$ 1,442,154	\$ 119,571	9.04%
Total Full Time Positions	4	4		

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Conservation & Development

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

	<u>FY 22/23</u>	<u>FY 23/24</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/-Dec</u>
Expenditures	\$ 530,069	\$ 520,641	(\$ 9,428)	-1.78%
Total Full Time Positions	3	3		

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Miscellaneous

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

	<u>FY 22/23</u>	<u>FY 23/24</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/-Dec</u>
Employee Benefit Funding	\$ 5,457,352	\$ 5,623,233	\$ 165,881	3.03%
Other Miscellaneous	388,560	649,199	260,639	67.08%
Total Expenditures	\$ 5,845,912	\$ 6,272,432	\$ 426,520	7.30%

Employee Benefit Funding includes:

- Defined Benefit Pension Contributions + \$ 60,758
- OPEB Retiree Health Contributions + \$ 65,735
- Employer HSA Contributions + \$ 7,000
- Employee Assistance Program (NEW FY 23/24) + \$ 3,240

Other Miscellaneous includes:

- Municipal Insurance + \$ 12,053
- WC Insurance (NEW FY 23/24) + \$ 4,727 (net increase)
 - Previously allocated across the budget
- Secret Lake, Lakeview, Contingency +\$ 1,575

20

Sewers

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

	<u>FY 22/23</u>	<u>FY 23/24</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/-Dec</u>
Expenditures	\$ 3,116,593	\$3,198,967	\$ 82,374	2.64%
Total Full Time Positions	1	1		

21

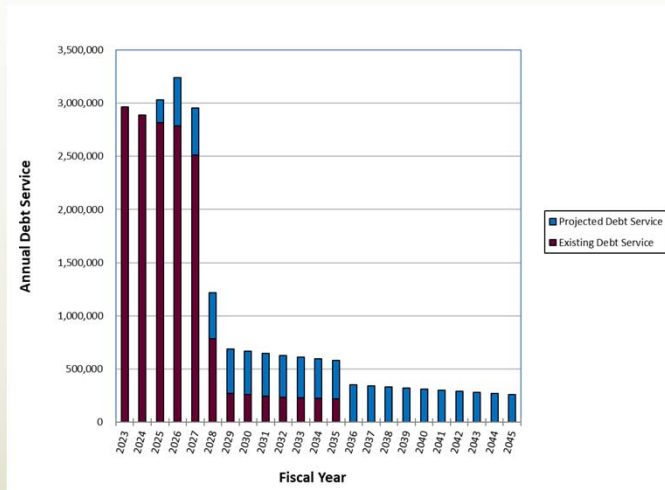
Debt Service

<u>FY 22/23</u>	<u>FY 23/24</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/-Dec</u>
\$ 2,962,950	\$ 2,889,400	(\$ 73,550)	-2.48%

- 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.

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Existing & Projected Net Debt Service*



* This graph represents projected debt service expenditures for all Existing and Projected Debt Financing. **The projected debt financing is an estimate, has not been approved, and is subject to revision.** Debt financing for the following projects is included in the "Projected Debt Service" values included above:

- Purchase of Fire Apparatus
- Town Public Safety Communications Replacement Project

23

Capital Budget Projects Town Facilities

Road Improvements*	\$ 419,791
Pipe Lining**	405,000
Tillotson Road – Box Culvert	300,000
Police Department Building Improvements	241,115
AVFD Facility Improvements	200,000
Infiltration & Inflow**	100,000
Pole Building for Storage - DPW	65,000
Recreation Master Plan	60,000
Fisher Meadows Varsity Softball Homerun Fence	25,000
TOTAL TOWN FACILITIES	\$1,815,906

*Includes \$132,867 in TAR (Fund 08) and \$110,330 in LOCIP (Fund 11)

**Paid from Fund 05 – Sewer Operations and Maintenance Fund, does not affect tax rate

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Capital Budget Projects BOE Facilities

AHS Partial Roof Replacement	\$ 325,000
AMS Emergency Generator	265,000
PGS Notification Alarm System	150,000
BOE Central Office Improvements	50,000
AHS Floor Rpl./Asbestos Abatement	45,000
Districtwide Interior Lock Rpl./ - Phase II	40,000
Districtwide Security Upgrades	40,000
TOTAL BOE FACILITIES	\$ 915,000
TOWN & BOE FACILITIES	\$2,730,906

25

Capital Budget Projects Equipment

Highway Division Equip. Rpl	
Rpl. 2005 International Dump Truck	
Additional Plow Truck	\$500,000
SCBA Compressor - AVFD	150,000
Police Vehicles (2)	140,000
Chipper	95,000
Duty Weapon Replacement	40,000
Electronic Roadway Signage	32,000
Infield Pro Groomer Replacement	28,000
Security Camera Replacement – Library	24,000
ROV Equipment Upgrade	20,000
TOTAL EQUIPMENT	\$ 1,029,000

26

Capital Budget Projects CNREF

Property Acquisition	\$ 375,000
Reconst. Old Farms Rd./Thompson Rd.	350,000
2023 Revaluation	75,000
TOTAL CNREF	<u>\$800,000</u>
TOTAL TOWN (All projects)	\$ 3,644,906
TOTAL BOE (All projects)	\$ 915,000



**GRAND TOTAL
ALL PROJECTS** **\$ 4,559,906**

27

Special Revenue Funds

<u>Fund Name</u>	<u>#</u>	<u>FY 22/23</u>	<u>FY 23/24</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/-Dec</u>
Forest, Park Mgmt.	04	\$ 579	\$ 0	(\$579)	-100.00%
Sewer*	05	3,683,593	3,703,967	20,374	0.55%
Police Special Services	07	39,781	40,002	221	0.56%
Town Aid Road	08	312,867	312,867	0	0.00%
Recreation Activities	09	453,798	485,673	31,875	0.00%
LoCIP	11	110,330	110,330	0	0.00%
Fisher Meadows	12	0	0	0	0.00%
BOE State & Fed. Grants	13	950,311	958,612	8,301	0.87%
BOE School Cafeteria	14	1,153,428	1,139,410	(14,018)	-1.22%
BOE Use of School Facilities	15	25,000	38,000	13,000	52.00%
BOE Tech. Protection Plan	40	38,675	25,250	(13,425)	-34.71%
American Rescue Plan	50	1,000,000	0	(1,000,000)	-100.00%
TOTAL		\$ 7,768,362	\$ 6,814,111	(\$954,251)	-12.28%

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Special Revenue Funds

<u>Fund Title</u>	<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 annual residential user fee was reconfigured by the AWPCA in 2021 to incorporate a usage-based component.
Police Special Services Fund (#07)	Provide police services on a reimbursement basis.
Town Aid Road Fund (#08)	This is a fund used to account for improvements to Town roads funded by State Grant Funds, including the purchase of treated road salt.
Recreation Activities & Facility Maintenance Fund (#09)	There are three (3) programs within this fund, Recreational Activities, Facility Maintenance, and Senior Citizen Activities, and they will remain a self-funding, user fee based fund.

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Special Revenue Funds

<u>Fund Title</u>	<u>Description</u>
Local Capital Improvement Program Fund (#11)	State Grant Fund spent on infrastructure projects.
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.
BOE Cafeteria Fund (#14)	This fund is set up to separately account for the operations of school cafeterias.
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.
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.
American Rescue Plan Act Grant (#50)	This fund is new for FY23. Used to account for funds spent under the American Rescue Plan Act that have been allocated to the Town of Avon.

30

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