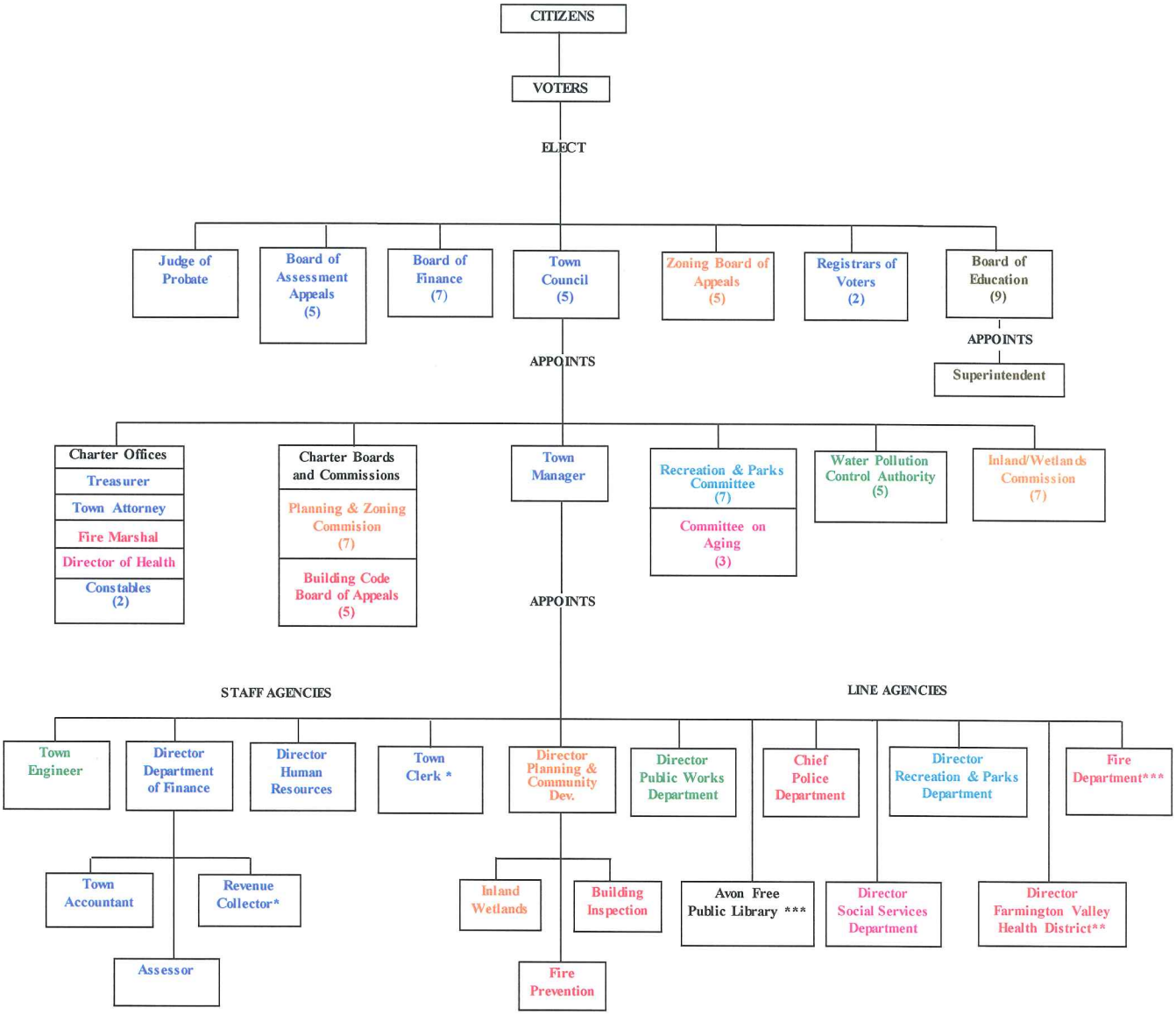
ORGANIZATIONAL CHART FOR THE TOWN OF AVON



* Recommended by Town Manager, approved by Town Council.

** The Town participates in a Regional Health District.

*** The Town funds the Avon Volunteer Fire Department and Avon Free Public Library, Inc.

- General Government
- Public Safety
- Public Works
- Health and Social Services
- Recreation and Parks
- Education and Cultural
- Conservation and Development

TOWN OF AVON
PRINCIPAL OFFICIALS
AT JANUARY 1, 2016

TOWN COUNCIL

Mark Zacchio, Chairman

Heather Maguire	James Speich
David Pena	William Stokesbury

BOARD OF FINANCE

Thomas F. Harrison, Chairman

Jeff Bernetich	Thomas A. Gugliotti
Margaret Bratton	Dean Hamilton
Catherine Durdan	Michael Oleyer

BOARD OF EDUCATION

Houston Putnam Lowry, Chairperson

Ken Birk	Peggy Roell
Jacqueline Blea	Jay Spivak
Debra Chute	Laura Young
Wendy Howard	Katharine Zirolli

GENERAL GOVERNMENT

Town Manager	Brandon L. Robertson
Town Accountant	Laurie Dorn
Town Attorney	Alfred E. Smith, Jr.
Town Clerk	Ann L. Dearstyne
Town Engineer	Lawrence E. Baril
Town Planner	Hiram Peck
Town Treasurer	James R. McCarthy
Director of Finance	Margaret Colligan
Director of Human Resources	William F. Vernile
Director of Recreation & Parks	Ruth Checko
Director of Social Services	Alan E. Rosenberg
Director of Public Works	Bruce Williams
Assessor	Harry DerAsadourian
Building Official	James Sansone
Collector of Revenue	Deborah Fioretti
Librarian	Glenn Grube
Police Chief	Mark Rinaldo
Fire Chief	Michael Trick

EDUCATION

Superintendent of Schools	Gary S. Mala
Business Office Manager	Heather Michaud

Town Council Members

(Left to Right): William Stokesbury, Heather Maguire, Mark Zacchio - Chairman, David Pena, and James Speich

Board of Finance Members

(1st Row - Left to Right): Jeff Bernetich, Margaret Bratton, Catherine Durdan, Thomas Gugliotti
(2nd Row – Left to Right): Dean Hamilton, Thomas Harrison - Chairman, and Michael Oleyer

PURPOSE AND CONTENT

Understanding a municipal budget can often be a confusing exercise for the typical resident of any community. This introduction attempts to provide background material for the average person to understand and use this budget document.

This fiscal year 2016/2017 budget document is comprised of legally required budget information as well as various illustrative graphs and background information that may be helpful to the reader. In order to facilitate its use, it has been structured to first present summary information and then progressively more detailed information. This budget document is divided into five sections. Each of these sections is further divided into subsections that present various kinds of information. All funds are included in the audited financial statements.

Please note that throughout this budget book, we have used Excel spreadsheets to prepare our charts and graphs. Keeping that in mind, combined with the fact that we round off to two decimal places, there may be a few instances where the calculated percentages are slightly off (i.e. 100.01%).

1. **Budget Overview**

2. **Introduction Section (Tab A)**

   This section describes the organization of the budget document and provides background information about the Town of Avon, its government and management organization.

   Subsections within this Introduction Section are as follows:
   - Organizational Chart and Principal Officials
   - Purpose and Content
   - General Information about Avon
   - Demographic Statistics
     a. Demographics and Economic Statistics
     b. Assessed and Estimated Actual Value of Taxable Property
     c. Principal Taxpayers
     d. Principal Employers
     e. Operating Indicators by Function/Program
     f. Property Tax Levies and Collections
     g. Capital Asset Statistics by Function/Program

3. **Revenue Section (Tab B)**

   This section presents detailed analysis of all budgeted funds supported by appropriate tables. Revenue estimates for key revenue categories are examined in detail. Subsections within the Revenue Section are as follows:
   - Overview
   - Property Taxes and Assessments
   - Intergovernmental Grants
   - Licenses, Fees and Permits
   - Charges for Current Services
   - Other Local Revenues
   - Special Revenue Funds
   - Use of Fund Balance: General Fund
   - Revenue Detail: All Funds, General Fund, Special Revenue Funds
   - Combining Statements of Revenues, Expenditures and Changes in Fund Balances in Governmental and Nonmajor Governmental Funds

4. Expenditures Section (Tabs C-Q)

This section presents a broad picture of all Town expenditures. It shows expenditure plans on a department or fund basis, including organizational charts. The Avon Board of Education submits a separate detailed budget document on all expenditures, including appropriate analysis directly to the Town Council by February 15, as specified in the Town Charter; a summary of the Board of Education's Budget is located in the subsection entitled General Fund - Education and Cultural.

Subsections within the Expenditures Section are as follows:

- Overview Municipal Budget Highlights
- Expenditures by Fund
- Expenditure Definitions and Expenditure Chart as follows:

General Fund (Appropriated): The General Fund is the general operating fund of the Town and operates under a legal budget. It is used to account for all financial resources except those required to be accounted for in another fund.

a. General Government
b. Public Safety
c. Public Works
d. Health and Social Services
e. Recreation and Parks
f. Cultural and Education
g. Conservation and Development
h. Miscellaneous
i. Debt Service

Capital Projects Funds (Appropriated): Capital Projects Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities. They are also used to account for appropriations and expenditures of capital projects. Expenditures are budgeted on a non-lapsing basis.

Capital and Nonrecurring Expenditures Fund (CNREF): To account for appropriations and expenditures related to certain capital and large nonrecurring expenditures. The Fund is authorized by Connecticut General Statutes as a mechanism for establishing a "reserve" for future large expenditures. Statutory limits are placed on the annual addition and total accumulation of the reserve.

CIFA: To account for various other projects and capital expenditures over $20,000 in cost and with an expected life of at least five (5) years. Financing for these costs came from General Fund appropriations and general obligation bond proceeds.

Fiduciary Funds (Appropriated within General and Sewer Special Revenue Funds): Trust and Agency Funds are used to account for assets held by the Town in a trustee capacity or as an agent for individuals, private organizations, other governments or other funds. These include pension trust and agency funds.

Pension trust funds are accounted for similar to private business. They account for the accumulation of resources for pension benefit payments to qualified employees: Police, Public Works, Non-Organized, Board of Education, and Dispatchers. The appropriations for this fund are in the General Fund and the Sewer Special Revenue Fund.

Other Post Employment Benefits Trust Funds provide funding for the actuarially determined share of the Town of Avon's liability for health and other post-employment benefits to retired employees of the Town.

Special Revenue Funds (Appropriated, except for *): Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes and operate under legal budgets.

Forest Park Management Fund: To provide a dedicated source of revenue from, and improvements and maintenance to, Town-owned or Town-managed forests, parks and open space areas.

Sewer Fund: To account for the collection of sewer use charges used to partially defray the operating expenditures related to sewer use and to account for the collection of inspection fees which are used to reimburse the Town for engineering and inspection services incurred by the General Fund. The fund also accounts for the collection of sewer connection charges and sewer assessments.

Police Special Services: To account for Police services on a reimbursement basis to individuals, businesses and groups for which the Town is, in turn, compensated.

Town Aid Road Fund: To account for improvements to Town roads funded by State funds.

Recreational Activities/Facility Maintenance/Senior Citizen Recreation Funds: To account for various programs conducted by the Recreation Department and include covering all direct costs for reimbursable expenses associated with running these activities.

Local Capital Improvement Program: To account for funding pursuant to Public Act 87-584 to reimburse municipalities for funds spent on infrastructure projects.

* *Fisher Meadows/Fisher Old Farms*: To account for uses of conservation, farming, recreation, and open space in accordance with deeds, agreements, and grant requirements of the Fisher Family and the State of Connecticut.

State and Federal Education Grants Fund: To account for State and Federal education prepayment grants. Resources utilized in the various programs for this fund are determined by the Board of Education.

School Cafeteria Fund: To separately account for the operations of the school cafeterias. The Town's participation in the State- administered Federal Child Nutrition Program is reported in this fund.

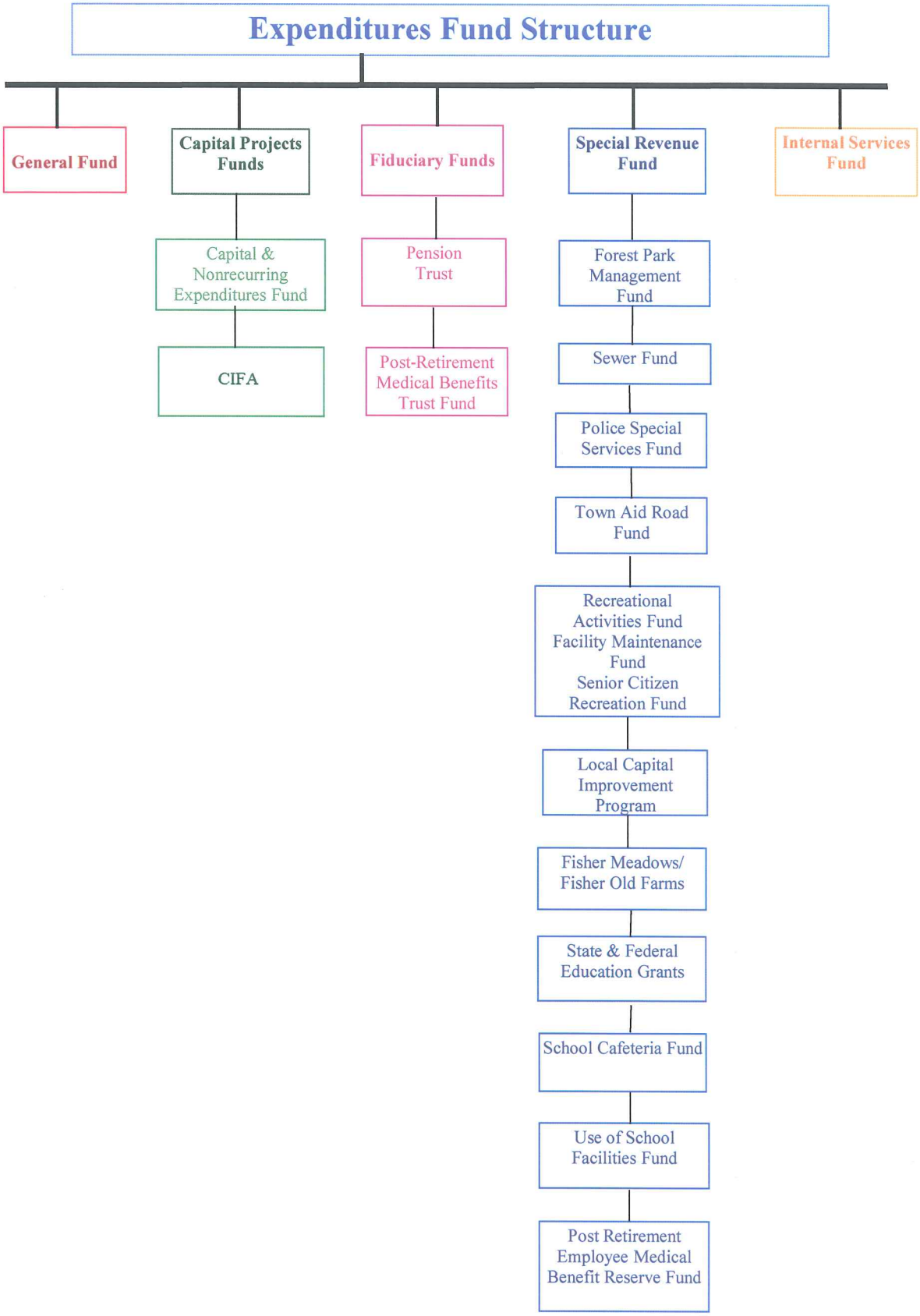
Use of School Facilities Fund: To account for user charges and expenditures associated with the after school use of Board of Education facilities by outside organizations.

* *Post-Retirement Medical Benefits Trust Fund* is to provide funding for the actuarially determined share of the Town of Avon's liability for post-retirement employee medical costs and to fund all or part of such liability on an annual basis using revenues generated by the Trust Fund.

Internal Services Fund (Appropriated within General and Sewer Special Revenue Funds): The Internal Service Fund is used to account for risk financing activities as allowed by GASB Statement No. 10. The Medical Claims Fund is the Town's only Internal Service Fund. The appropriations for this fund are in the General Fund and Sewer Special Revenue Fund.

DEPARTMENTAL / FUND RELATIONSHIP

Department	General Fund	Capital Projects Fund	Capital & Non-recurring Fund	Forest Park Manag Fund	Sewer Fund	Police Special Services Fund	Town Road Aid Fund	Recr Activ. Fund	LOCIP Fund	State & Fed. Educ. Fund	School Cafet. Fund	Use of School Facilities Fund
General Government	✓											
Public Safety	✓					✓						
Public Works	✓	✓	✓	✓	✓		✓	✓	✓			
Health & Social Services	✓											
Recreation & Parks	✓			✓				✓				
Education - Culture	✓											
Conserv. & Development	✓											
Miscellaneous	✓											
Board of Education	✓	✓								✓	✓	✓
Debt Service	✓											


Expenditures Fund Structure
General Fund
Capital Projects Funds
Fiduciary Funds
Special Revenue Fund
Internal Services Fund
Capital & Nonrecurring Expenditures Fund
CIFA
Pension Trust
Post-Retirement Medical Benefits Trust Fund
Forest Park Management Fund
Sewer Fund
Police Special Services Fund
Town Aid Road Fund
Recreational Activities Fund
Facility Maintenance Fund
Senior Citizen Recreation Fund
Local Capital Improvement Program
Fisher Meadows/ Fisher Old Farms
State & Federal Education Grants
School Cafeteria Fund
Use of School Facilities Fund
Post Retirement Employee Medical Benefit Reserve Fund

Expenditure Section (Tabs C-Q), continued

Basis of Budgeting and Basis of Accounting

The "basis of budgeting" determines when revenues and expenditures are recognized for the purpose of budgetary control. The "basis of accounting" determines when revenues and expenditures are recognized for the purpose of financial reporting. Avon's budget is based upon expected cash receipts and disbursements (cash basis), does not budget for encumbrances and depreciation, and Avon's expenditures may not exceed the appropriation at the object level within the department. The Town uses a hybrid basis of accounting termed "modified accrual" for governmental fund types, including the General Fund, special revenue funds, debt service funds, and capital project funds. For proprietary and fiduciary fund types (trust), full accrual is used and does not include depreciation expense for budgeting and accounting, but fiduciary fund types (agency) use modified accrual for accounting. Please refer to the Glossary, pages 1 and 2 for full definitions.

5. Capital Improvement Program Section (Tab R)

This section presents an overview of the Capital Improvement Program, including details of projects to be funded in the fiscal year beginning July 1, 2016. A detailed listing of each Capital Improvement Program project included in the five-year program is published as part of this section. Subsections within the Capital Improvement Program Section are as follows:

A. Overview
B. Capital Improvement Program, Project Summary
C. Capital Improvement Program, Financial Summary by Source
D. Capital Improvement Program, General Review Requirements by Function

6. Supplemental Data (Tab S)

The appendix presents supplemental detailed charts, and tables of interest on specific aspects of the budget as follows:

A. Roadway Improvement Program
B. Uniform Code of Accounts
C. Town of Avon Administrative Policy Memoranda
D. Town of Avon Charter, Ordinances and Selected Regulations
E. Town of Avon True or Operating Lease Policy
F. Town of Avon Debt Policy
G. Town of Avon Investment Policy

7. Glossary

This section presents definitions of interest on specific aspects of the budget book:

A. Definition of Terms Used in this Budget

GENERAL INFORMATION ABOUT AVON

The information about Avon, provided below, is designed to give an overview of the community. It is drawn from, and supplemented by, additional information located in the Appendix (Statistical Tables). This information should aid the reader in understanding Avon's form of government, its management structure, and the services provided by the Town Government and Board of Education.

Historical Background

Avon, formerly Northington or North Parish of Farmington, was settled about 1645. In 1830, after the construction and opening of the Towpath Canal, Avon was incorporated as a town and took its name from the Avon River in England. The Town is located approximately ten miles west of metropolitan Hartford and encompasses an area of approximately 22.6 square miles, or 14,454 acres.

Natural Features

The Town's topography contains many natural features. Traprock ridges and rolling hills, associated with three significant ridgelines known as Avon Mountain, Pond Ledge, and Huckleberry Hill give Avon its unique character; and, as a result approximately 2,140 acres are on slopes which are greater than 15%. In Avon, approximately 2,520 acres (17%) of the land area is considered wetlands; and 329 acres (2%) is on floodplain soils. The Town benefits from 7 miles of the Farmington River, which flows south through the western portion of Town and then uniquely flows north through the eastern portion of Town. This river and its tributaries create a major aesthetic and recreational opportunity, and also provide a fresh water supply. Additionally, there are significant mapped aquifers which provide a valuable source of groundwater. The Town has a broad expanse of farmland and large areas of upland forest. There are 2,859 acres of land, or approximately 20% of the Town, that are categorized as open space.

Description of Government

Incorporated in 1830, the Town's first charter was adopted in 1959 and has been amended several times, most recently in 1998. The Charter provides for a Town Meeting, elected Town Council which is the principal legislative body, elected Board of Finance, and an elected Board of Education. It also provides for a Town Manager and Superintendent of Schools as Chief Administrators. Local elections are held every two years in odd-numbered years during the month of November. The Town comprises three voting districts with elections-at-large. The five-member Council takes office January 1st and elects its chairman.

SUMMARY OF SERVICES

Education

A comprehensive impartial town-wide survey of Avon residents professionally administered by the University of Connecticut Center for Survey Research and Analysis found that 99% of residents rank Avon's quality of life as good or excellent. We believe much of this has to do with the quality of education Avon offers.

Within the last five years, Avon High School was named by Hartford Magazine as the number one public high school in Hartford County two years in a row. US News and World Report awarded the school a silver medal in its ranking of "America's Best High Schools" in 2013 and also ranked Avon High School 14th within Connecticut. In 2015, NICHE, a marketing research company specializing in education statistics placed Avon Public Schools 20th in the state.

Education, continued

Recent state standardized test results showed more than 82% of Avon's students met or exceeded grade level expectations in English Language Arts/Literacy and 72% in Mathematics on the new Smarter Balanced Summative Assessment, placing the district's performance in the top ten statewide. Student performance on the 2015 Science Connecticut Mastery Test and Connecticut Academic Performance Test showed 96% of grade 5, 94% of grade 8 and 96% of grade 10 students performing at or above grade level. Additionally, in 2014-2015, Avon High School remained among the top ten highest scoring districts statewide on the SAT. The college entrance record for Avon High School has been excellent, with over 91% of the graduating class of 2015 having elected to participate in some type of post-high school education.

Avon Public School facilities consists of a high school that was constructed in 1957 and updated several times, with the most recent modification and addition completed in 2008; a middle school which had a 7.1 million dollar renovation and addition that was completed in 1994; a grade 5/6 school, Thompson Brook School, opened in the fall of 2002; and two elementary schools serve the younger aged children – Pine Grove Elementary School which opened in September 1991 and Roaring Brook Elementary School which was renovated and expanded in 1994. Within in Avon, several private nursery schools serve the preschool aged children. The Town is also home to Talcott Mountain Science Academy, Farmington Valley Academy Montessori, Reggio Magnet School of the Arts and Avon Old Farms School, a private all boys school.

SCHOOL YEAR	PINE GROVE/ ROARING BRK PK-4	THOMPSON BROOK 5-6	AVON MIDDLE 7-8	AVON HIGH 9-12	TOTAL
2005-2006	1,381	569	572	924	3,446
2006-2007	1,351	581	583	1,004	3,519
2007-2008	1,388	590	585	1,050	3,613
2008-2009	1,354	557	589	1,064	3,564
2009-2010	1,350	568	601	1,086	3,605
2010-2011	1,327	594	585	1,087	3,593
2011-2012	1,188	596	576	1,132	3,492
2012-2013	1,119	593	612	1,084	3,408
2013-2014	1,062	565	584	1,059	3,379
2014-2015	1,170	552	548	1,050	3,320
2015-2016	1,145	551	545	1,039	3,280

Source: Avon Education Department

The gross operating budget for the Avon Public Schools for fiscal year 2015-2016 was $55,120,652. This amount included the cafeteria operations, facility use and state and federal grants.

Recreation and Parks

The Recreation and Parks Department is responsible for the planning, coordination and general administration of all park and recreation programs. In addition, the Director also administers the use of the Avon Senior Center/Community Room, a public hall at Countryside Park, and 1,155 acres of active and passive park land in thirteen separate areas.

Avon has five neighborhood parks containing a variety of active recreation facilities. Sycamore Hills Recreation area provides tennis, swimming, picnicking, three playscapes, sand volleyball, basketball, and a large event pavilion. Countryside Park offers picnicking, a trail system and fishing. Sperry Park contains four Little League fields (two are lighted) and two entrances to the Farmington Valley

Recreation and Parks, continued

Greenway. The Huckleberry Hill Recreation Area has a basketball court, an all-purpose field, and a trail system for walking, jogging, and camping. The Buckingham Road Recreation Area has two all-purpose fields, a regulation baseball field, and a fully accessible children's playground.

Alsop Meadows – 56.20 acres. Route 44 and Waterville Road. Access between Boyle's Furniture & Rugs and Apple Health Care, Inc. off Waterville Road (Route 10) and adjacent to the Farmington River. A largely undeveloped and unsupervised natural area consisting of woods and open meadows. Used for: walking, hiking, jogging, cross country skiing, canoeing (launch available), and camping (with permission). Garden Plot Program is located here. Part of the Forestry Management Program.

Fisher Meadows is the Town's community-wide park, containing 250 acres, with 25 acres of active recreation facilities, including four regulation soccer fields and four regulation softball fields. Adjacent undeveloped areas in Fisher Meadows, including the 41 acre Spring Lake, provide opportunities for hiking, fishing, non-motorized boating, and interpretive nature trails. The Town purchased an additional 315 acres adjoining Fisher Meadows in 2002. The intent of this purchase was to preserve open space and provide a limited trail system adjacent to the Farmington River. The remainder of the property will be leased for farming purposes for the foreseeable future.

In addition to Town-owned facilities, there are many privately owned and operated facilities within Town Boundaries. The Town has three private golf courses, of which two are open to the public. The Farmington River, which passes through Avon, offers a variety of recreational activities such as flat and white-water canoeing, kayaking, and fishing.

Public Library

The mission of the Avon Free Public Library is to serve as the center of enrichment for the Avon community by providing free and convenient access to information, literature, culture and the arts through a variety of media and technologies. The Library, originally built in 1982 and expanded in 1997, underwent a major renovation and expansion in 2011-12, adding 22,000 square feet, a computer lab, a teen room, additional parking and a drive-thru book drop. There is a staff of 37 (8 full-time and 29 part-time), with a collection of 122,367 items, including books, compact disks, and DVDs. Annual circulation for fiscal year 2014/2015 was 291,256. The Library has over 8,500 card holders, almost 50% of the Town's population.

The Library is a member of Library Connection, a cooperative regional automated circulation and database system, to which 30 capital region libraries belong. Through this system, over 3.5 million volumes are available to borrowers through inter-library loan. Connecticut also offers statewide reciprocal borrowing, encompassing over 160 libraries.

Police Department

The Avon Police Department has a staff consisting of 33 sworn regular Police officers, one supernumerary officer, six civilian dispatchers, one administrative secretary, and two full-time and one part-time records clerks. Avon is part of the Hartford County Police Radio System and is linked by computer to the Connecticut Motor Vehicle Department, the State Police, and the National Crime Information Center (NCIC) in Washington, D.C.

The Department philosophy is <u>service to the community</u> through support of and involvement in D.A.R.E. (Drug Abuse Resistance Education), Avon Police Cadets, Connecticut Special Olympics, FBI Youth Leadership Program (Conn. Chapter), and the Citizen Police Academy. The Department also participates in the Juvenile Review Board, which offers those youthful offenders who meet certain criteria (as established by the Board) an alternative to remediation through the State criminal court system.

Police Department, continued

As the Town's first responders, all police officers are certified medical response technicians and all patrol vehicles are equipped with Automated External Defibrillators (AED). The Patrol Division also has a Bicycle Patrol Unit which is equipped with a portable AED. The Patrol Division actively participates in many regional programs such as the North Central Municipal Accident Reconstruction Squad and the North Central Emergency Service Team, more commonly known as SWAT. The Department counts among its ranks a Commercial Motor Vehicle Safety Alliance-certified officer and works closely with the State's Motor Vehicle Department Truck Inspection Division. The Department's Digital Forensic Specialty Unit has been established to conduct advanced investigation into crimes involving digital technology.

Fire Department

The Avon Volunteer Fire Department, Inc. provides fire suppression and prevention, life safety and rescue support as well as other emergency community support to the citizens of the Town of Avon. The Fire Department maintains four fire stations located throughout town as well as 17 pieces of fire apparatus. Stations are located on Darling Drive, Secret Lake Road, West Avon Road and Huckleberry Hill Road. There are currently 72 active firefighters, 13 fire police, 18 administrative members, 25 explorers, 20 active veterans, 15 senior veterans, 33 lifetime members and 14 honorary members. East and West Main Streets are completely served by hydrants within the business area and the Town's fire protection ISO rating is 4/8b. The Department's active fire prevention program has helped to keep the number of structure fires in town at a minimum. All members of the Department are purely volunteer, and are trained to the highest available levels.

Health Department

The Farmington Valley Health District is the local health department that provides public health services to Avon residents. This work includes ***promoting*** health programs and policies that support good health; ***preventing*** disease outbreaks and conditions that give rise to poor health; and ***protecting*** residents from health threats and public health emergencies. Avon's Town Manager and a citizen of the Town are active members of the District Board of Health.

Planning Department

The Department of Planning and Community Development is comprised of the divisions of Planning, Zoning Enforcement and Environmental Compliance, Building Inspection, and Fire Prevention. The Department is responsible for the review of all new commercial and residential construction projects, which includes providing professional and technical assistance to the Towns three land use agencies (Planning and Zoning Commission, Inland Wetlands Commission, and Zoning Board of Appeals); permitting and inspection of all approved projects in accordance with applicable zoning, building, and fire codes; as well as a comprehensive program of inspection aimed at fire prevention.

Under the direction of the Director of Planning, the development process, which often begins with an application to one of the Town's four land use regulatory agencies, is coordinated with permitting and inspection. Additional efficiencies are realized through cross training in each division. The Director of Planning also serves as the Zoning Enforcement Officer. The Building Official is also a certified Fire Marshal. The Fire Marshal is certified as a Building Official and serves as the Town's Emergency Management Director. The Community Development Specialist is a certified Zoning Enforcement Official.

Finance Department

The Finance Department is composed of three divisions; Accounting, Assessment, and Revenue Collection. Under the guidance of the Director of Finance, this department coordinates the day-to-day financial management of Town funds. The Finance Director coordinates preparation of the Comprehensive Annual Financial Report (CAFR), and coordinates the bond rating and sale process. The Division of Accounting is mainly responsible for maintaining and controlling the financial records of the Town, and processes all payments for Town expenditures. Accounting also prepares various reports and schedules in preparation of the CAFR, provides cash management, manages banking relationships, and processes payroll for Town employees. The Division of Assessing is responsible for preparation of the Town's annual Grand List, which is a complete listing of all properties in Town, listing its ownership and assessed value as of October 1st of each year. The Collector of Revenue is responsible for collection of all taxes, special assessments, sewer use fees and other Town revenues. These collections are governed by State Statute and local ordinance. The Finance Department also disseminates fiscal information to various Town departments, Boards and Commissions, the State of Connecticut, and the United States Bureau of the Census.

Public Works

The Avon Public Works Department (DPW) consists of 22 full time employees and 3 part time employees and is divided into five divisions: Administration, Roadways, Building & Grounds, Machinery & Equipment and Solid Waste.

The Administration Division is responsible for the direct oversight of all divisions. It manages the day to day operations of the department and capital projects as directed by the Town Manager. It is also responsible for both short term and long range budget development and administration.

The Roadways Division is responsible for the improvements and maintenance of 112.23 miles of accepted and non-accepted miles of roads, which includes 28 miles of storm sewers with approximately 3,400 catch basins.

The Building & Grounds Division is responsible for the maintenance of 21 buildings totaling 139,249 square feet. It is also responsible for the grounds maintenance of 1,162.31 acres of park, athletic fields and open space.

The Machinery & Equipment Division is responsible for the maintenance of 172 pieces of various types of motorized equipment which are assigned to numerous Town departments including Board of Education and Volunteer Fire Department.

The Solid Waste Division provides a comprehensive recycling program, which has successfully surpassed the State mandate to recycle 25% of municipal solid waste. The recycling program in fiscal year 2009/2010 was expanded to include single stream and electronics recycling. In 2013, a new paint program was initiated by the State of CT. The Town joined the program in order to assist the residents in disposing of their paint products. 1,483 tons of waste was transported to the CRRA in fiscal year 2014/2015 at an annual cost of $102,709. Another 11,000 tons of waste is picked up privately at curb side and disposed of at the CRRA facility and paid for by individual and commercial customers. The Town does not provide solid waste curbside collection services. Residents either contract with a private refuse collector or bring the waste directly to the landfill. Of the Town's approximately 7,115 households, approximately 1,637 (23%) deliver refuse directly to the landfill for transport to the CRRA plant in Hartford.

Sewers

The Town of Avon is served by a combination of individual septic disposal systems and public sewers. The Town has no treatment facility of its own, but instead contracts with the neighboring towns of Canton, Farmington and Simsbury for treatment of sewage effluent. Approximately 52% of the Town's dwelling units are served by public sewers; 2,423 in the Farmington Sewer Shed, 1,612 in the Simsbury Sewer Shed and 120 in the Canton Sewer Shed. The contractual capacity of the Farmington Sewer Shed is 600,000 gallons per day, of which 84% is currently utilized. The contractual capacity of the Simsbury Sewer Shed is 980,000 gallons per day, of which 55% is currently utilized. The contractual capacity of the Canton Sewer Shed is 50,000 gallons per day, of which 48% is currently used. The Canton, Farmington and Simsbury Treatment Plants are licensed by the State of Connecticut.

The Town of Farmington completed an upgrade and expansion of the Farmington Water Pollution Control Plant in 1996. Avon's share of the project was $989,926 in principal payments and $198,616.60 (2%) in interest payments to be amortized over twenty (20) years. The nineteenth payment of $66,030.05 was paid in fiscal year 2013/2014. The last payment of $66,030.05 was made in July, 2015. They are about to construct a significant treatment plant upgrade, for which Avon's share has yet to be determined.

The Town of Simsbury completed the upgrade and expansion of the Simsbury Water Pollution Control plant in fiscal year 2007/2008. The final cost for the upgrade and expansion was $26,840,083.00. The amount was reduced by Federal and State grants to $21,037,216.20. The Town of Avon is responsible for 23.2% of the low-interest (2%) loan provided by the State of Connecticut. $24,460.67 will be paid monthly through September 30, 2027. Additionally, Simsbury performed a major upgrade to their South Pump Station which was completed in fall 2009 for which Avon's share of the cost was $118,322.

The Town maintains approximately 89.35 miles of gravity and pressure sanitary sewer lines with four pumping stations. Capital Improvements to the systems are generally paid for by those that benefit from new sewers through special benefit assessments. Maintenance of the system and treatment of effluent is also paid for by users through the sewer use fee. The current annual sewer use fee is $335/equivalent dwelling unit as of July 1, 2015. Commercial accounts are charged based upon the amount of water consumed by the facility. Residential accounts are charged a flat fee of one equivalent dwelling unit per living unit. The WPCA has considered a revision of the sewer use fee for residential accounts by basing it on water usage – similar to commercial accounts. This revision has been removed from consideration due to the complexity of determining non-sewer related residential use and sewer flows for homes on private wells.

In addition to sanitary sewers, the Town also maintains approximately 85 miles of storm sewers.

Utilities

Electric: Power is delivered by Connecticut Light and Power Company, a subsidiary of Northeast Utilities. Separately the Town contracts with TransCanada Power Marketing to supply power to most municipal locations in Town. Those locations not served by TransCanada are supplied by Connecticut Light and Power Company.

Natural Gas: Natural gas is supplied by the Connecticut Natural Gas Company (Yankee Gas) and Hess Corporation, bid through a consortium managed by the Capitol Region Council of Governments (CRCOG).

Water: **Avon Water Company**

Ten wells provide the Avon Water Company with a safe yield of 4,100 gallons per minute. The company also maintains an emergency connection to the Metropolitan District Commission raw water line running from the Barkhamsted Reservoir to the West Hartford M.D.C. treatment facility.

The 95.42 mile distribution system is interconnected, divided into three pressure areas and serves 4,429 customers in Avon of the 4,859 total customers served. The Company's total storage capacity is 2,780,000 gallons. Fire protection is provided through 605 fire hydrants. The Company maintains 7 booster pump stations in the Hunters Run, Northgate, Country Club Road, Highgate, West Hills Drive, Knoll Lane, and Brian Lane areas. Construction of the Fisher Meadows Well occurred in 2004. The current equipment installed is able to pump the approved rate of 2,083 GPM. Completion of this facility increases the water available to Avon customers by approximately 60%.

In 2011, the Company initiated an Infrastructure Replacement Program, which has improved fire protection and reduced potential leakage. To date, the Company has replaced 9,706 feet of 6" water main with 10" ductile iron water main on Haynes Road; replaced 3,814 feet of 6" water main with 8" ductile iron water main on Rosewood Road; replaced 2,306 feet of 1944 water main with 8" ductile iron water main on Simsbury Road/Woodford Avenue; replaced 1,151 of 6" cast iron water main with 8" ductile iron water main on Rockledge Road; and 4,963 of 8" water main with 12" ductile iron water main on West Avon Road and replaced 2,419 feet of 10" water main with 12" ductile iron water main on Lovely Street.

Connecticut Water Company

The Unionville Water Company was purchased by the Connecticut Water Company in October, 2002, and operated as a wholly owned subsidiary of Connecticut Water Company. In 2006, the Unionville Water Company's corporation was formally merged with Connecticut Water Company, and became the Unionville Division of the Connecticut Water Company. The Town of Avon is served by the Connecticut Water Company's Collinsville and Unionville Divisions.

Connecticut Water Company – Collinsville Division

The Collinsville Division of the Connecticut Water Company has a total of 1,941 customers, of which 372 are in Avon. Water is supplied by Metropolitan District Commission's Nepaug Reservoir through the Collinsville Water Treatment Plant on Torrington Avenue. They have three storage tanks with a combined capacity of 1.4 million gallons.

Fire protection is provided to the Town of Avon through 61 hydrants and 46,831 linear feet of water main. The Connecticut Water Company's Collinsville Division maintains a local office at 25 New Britain Avenue in Unionville.

Connecticut Water Company – Unionville Division

The Unionville Division of the Connecticut Water Company has a total of 6,474 customers, of which 671 are in Avon. The system has 7 wells with a total safe yield of approximately 3,000,000 gallons per day (MGD), and an interconnection with the Metropolitan District Commission system with an available peak capacity of 2.14 MGD. Power outage-initiated generators are on standby at six of the wells. Three storage facilities provide combined full capacity of 3.2 million gallons. The Anvil Drive tank in Avon has a capacity of 1.3 million gallons.

Fire protection is provided to the Town of Avon through 97 fire hydrants and 66,524 linear feet of water main. The Connecticut Water Company's Unionville Division maintains a local office located at 25 New Britain Avenue, Unionville.

Housing

Avon continues to be a community which attracts upscale residential development. New single-family homes routinely sell for prices in excess of $600,000 with many sales approaching, or exceeding, the $1,000,000 figure. Commercial development also continues to grow. The Town's preference is for diverse, small-sized companies in specialty manufacturing, professional management, sales, and consulting.

Housing Inventory

Type	Units	Percent
1-4 unit detached	5,017	67.8%
Condominiums	1,827	24.9%
Apartments	538	7.3%
Total Inventory	**7,382**	**100.0%**

Source: Avon Assessor January 2016

Owner-Occupied Housing Values

	Condominiums		One Family	
	Median	Mean	Median	Mean
Avon	210,000	235,521	440,000	536,991
Capitol Region	157,000	177,788	259,832	218,850

Median and Mean Home Sales Prices 1/1/2012 – 12/31/2012
Source: MLS Inc.

Town Finances

All governmental funds are accounted for using the modified accrual basis of accounting. Their revenues are recognized when they become measurable and available as net current assets. Available is currently being defined as collected during the current period or expected to be collected within 60 days thereafter.

Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. Exceptions to this general rule include prepaid expenses, which are not recorded, principal and interest on general long-term debt, which are recognized when due, and compensated absences which are accrued and recorded in the general long-term obligations account group. Trust and Agency Funds are accounted for using the modified accrual basis of accounting for their assets and liabilities.

The annual operating budget for the General Fund is adopted on a basis consistent with generally accepted accounting principles, except for encumbrances and payroll accruals. The annual operating budgets for the Special Revenue Funds are prepared on a basis consistent with generally accepted accounting principles, except for encumbrances.

Fund Balances

Avon completed the fiscal year 2014/2015 with an Unassigned General Fund Balance of $8,003,009, or 9.17% of the fiscal year 2014/2015 General Fund expenditures and transfers out of $87,235,861, including the State's contribution and offsetting expenditures for teacher's retirement. No use of fund balance was budgeted for fiscal year 2015/2016 and no use is budgeted for this fiscal year. A conservative estimate for the fiscal year 2015/2016 end balance would be roughly $8,053,009; for the adopted budget for the fiscal year 2016/2017, the estimate is at $8,103,009. Other actual fund balances for fiscal year 2014/2015 are outlined on pages B. 20 – B. 25.

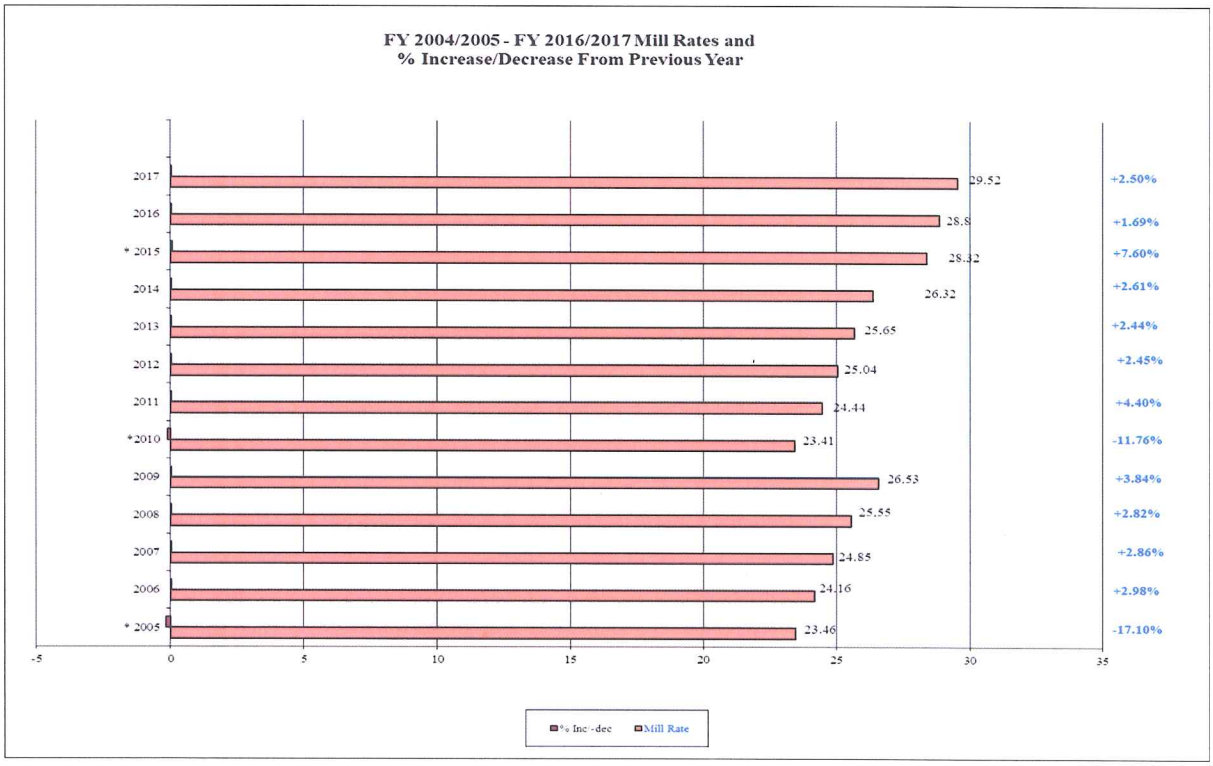
Debt Service

The Town has budgeted $3,029,790 for fiscal year 2016/2017 bonded indebtedness, which includes all principal and interest payments. Applying $250,000 of BAN/Bond premium to reduce fiscal year 2016/2017 budget to $2,779,790. The budget for fiscal year 2015/2016 debt service (all funds) is $3,300,940 and, in fiscal year 2014/2015, $3,647,490.

FISCAL YEAR	MILL RATE	GRAND LIST	TAX LEVY **
2017	29.52	$2,592,702,830	$76,536,588
2016	28.80	$2,577,798,250	$74,240,590
2015*	28.32	$2,559,080,530	$72,473,161
2014	26.32	$2,688,826,620	$70,769,917
2013	25.65	$2,668,107,050	$68,436,946
2012	25.04	$2,638,616,860	$66,070,966
2011	24.44	$2,618,153,660	$63,987,675
2010*	23.41	$2,605,775,050	$61,001,194
2009	26.53	$2,261,808,210	$60,008,305
2008	25.55	$2,226,999,410	$56,899,835
2007	24.85	$2,187,594,990	$54,361,736
2006	24.16	$2,128,900,570	$51,434,238
2005*	23.46	$2,066,646,975	$48,483,538

* Town-wide revaluation of property

** The Tax Levy represents the budget amount. The assessment ratio is 70% of fair market value, based on the 2008 revaluation of land and buildings.



TOWN OF AVON
BUDGETED FULL TIME POSITIONS 2007-2017

	Actual 07/08	Actual 08/09	Actual 09/10	Actual 10/11	Actual 11/12	Actual 12/13	Actual 13/14	Actual 14/15	Est. 15/16	Proj. 16/17
General Government										
Manager	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Records & Vital Statistics	3.0	3.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Town Hall	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Finance Administration	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4
Accounting	3.0	3.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Assessors	2.0	2.0	2.0	2.0	1.0	1.0	1.0	1.0	1.0	1.0
Tax Collection	3.0	3.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Human Resources	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Total General Government	*17.4*	*18.4*	*15.4*	*15.4*	*14.4*	*14.4*	*14.4*	*14.4*	*14.4*	*14.4*
Public Safety										
Police Department	43.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0
Fire Fighting	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Building Inspection	5.0	4.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Total Public Safety	*49.0*	*49.0*	*48.0*	*48.0*	*48.0*	*48.0*	*48.0*	*48.0*	*48.0*	*48.0*
Public Works										
Administration	2.0	3.0	3.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Highway	11.0	11.0	9.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Landfill	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Machinery & Equipment	4.0	3.0	3.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Buildings and Grounds	6.0	6.0	5.0	5.0	5.0	5.0	5.0	6.0	6.0	6.0
Engineering	5.0	5.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Sewer Collection	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Total Public Works	*30.0*	*30.0*	*26.0*	*27.0*	*27.0*	*27.0*	*27.0*	*28.0*	*28.0*	*28.0*
Health & Social Service										
Health	-	-	-	-	-	-	-			
Social Service	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6
Total Health & Social Service	*1.6*	*1.6*	*1.6*	*1.6*	*1.6*	*1.6*	*1.6*	*1.6*	*1.6*	*1.6*
Recreation & Parks										
Recreation	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Parks	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0
Community Activity	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0
Total Recreation and Parks	*3.0*	*3.0*	*3.0*	*3.0*	*3.0*	*3.0*	*3.0*	*3.0*	*3.0*	*3.0*
Education & Culture										
Library	7.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Total Education & Culture	*7.0*	*8.0*	*8.0*	*8.0*	*8.0*	*8.0*	*8.0*	*8.0*	*8.0*	*8.0*
Planning & Development										
Zoning, Planning, Inland Wetlands	4.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Total Planning & Development	*4.0*	*3.0*	*3.0*	*3.0*	*3.0*	*3.0*	*3.0*	*3.0*	*3.0*	*3.0*
TOTAL FULL TIME	112.0	113.0 [1]	105.0	106.0	105.0	105.0	105.0	106.0	106.0	106.0

* The Town Engineer is now a full-time position.

[1] Full-time positions will be declining to 109 during the fiscal year due to retirements.

Note: Subtotals by Division implemented in FY 05/06 based on GFOA recommendation.

TOWN OF AVON
BUDGETED REGULAR PART-TIME (51012) POSITIONS 2007-2017

	Actual 07/08	Actual 08/09	Actual 09/10	Actual 10/11	Actual 11/12	Actual 12/13	Actual 13/14	Actual 14/15	Est. 15/16	Proj. 16/17
General Government										
Manager	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Registrars of Voters *	4.0	4.0	4.0	4.0	0.0	0.0	0.0	0.0	0.0	0.0
Records & Vital Statistics	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Town Hall	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Finance Administration	0.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Accounting	2.0	2.0	3.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Assessors	1.0	1.0	1.0	1.0	2.0	2.0	2.0	2.0	2.0	2.0
Tax Collection	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Total General Government	*8.0*	*7.0*	*10.0*	*10.0*	*7.0*	*7.0*	*7.0*	*7.0*	*7.0*	*7.0*
Public Safety										
Police Department	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Building Inspection	0.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Fire Prevention	2.0	2.0	2.0	1.0	2.0	2.0	2.0	2.0	2.0	2.0
Fire Fighting	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Total Public Safety	*3.0*	*3.0*	*3.0*	*3.0*	*4.0*	*4.0*	*4.0*	*4.0*	*5.0*	*5.0*
Public Works										
Administration	-	-	-	-	-	-	-	1.0	1.0	1.0
Highway	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Landfill	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Machinery & Equipment	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Buildings and Grounds	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Engineering	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	2.0
Sewer Collection	1.0	1.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Total Public Works	*6.0*	*6.0*	*7.0*	*7.0*	*7.0*	*7.0*	*7.0*	*8.0*	*8.0*	*9.0*
Health & Social Service										
Health	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Social Service	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Health & Social Service	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Recreation & Parks										
Recreation	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Parks	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Community Activity	2.0	2.0	2.0	2.0	2.0	2.0	2.0	1.0	1.0	1.0
Total Recreation & Parks	*3.0*	*3.0*	*3.0*	*3.0*	*3.0*	*3.0*	*3.0*	*2.0*	*2.0*	*2.0*
Education & Culture										
Library	28.0	28.0	28.0	28.0	28.0	28.0	29.0	29.0	29.0	29.0
Total Education & Culture	*28.0*	*28.0*	*28.0*	*28.0*	*28.0*	*28.0*	*29.0*	*29.0*	*29.0*	*29.0*
Planning & Development										
Zoning, Planning, Inland Wetlands	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	3.0	2.0
Total Planning & Development	*2.0*	*2.0*	*2.0*	*2.0*	*2.0*	*2.0*	*2.0*	*2.0*	*3.0*	2.0
TOTAL REGULAR PART-TIME	50.0	49.0	53.0	53.0	51.0	51.0	52.0	52.0	54.0	54.0

* New for FY 11/12 - Registrars of Voters are reclassified to account 51010.

Note: Subtotal by Division implemented in FY 05/06 based on GFOA recommendation.

New for FY 06/07- Part-Time positions separated into regular part-time (51012) and temporary part-time (51014).

TOWN OF AVON
BUDGETED PART-TIME (51010) AND TEMPORARY PART-TIME (51014) POSITIONS 2007-2017

	Actual 07/08	Actual 08/09	Actual 09/10	Actual 10/11	Actual 11/12	Actual 12/13	Actual 13/14	Actual 14/15	Est. 15/16	Proj. 16/17
51010										
General Government										
Registrars of Voters *				4.0	4.0	4.0	4.0	4.0	4.0	4.0
				4.0	*4.0*	*4.0*	*4.0*	*4.0*	*4.0*	*4.0*
51014										
General Government										
Records & Vital Statistics *	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Registrars of Voters	66.0	66.0	66.0	66.0	66.0	66.0	66.0	66.0	66.0	66.0
Assessors	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Tax Collection	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Total General Government	*74.0*	*74.0*	*74.0*	*74.0*	*74.0*	*74.0*	*74.0*	*74.0*	*74.0*	*74.0*
Public Safety										
Police Department	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Police Supernumary	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Fire Prevention	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Communications	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Total Public Safety	*10.0*	*10.0*	*10.0*	*10.0*	*10.0*	*10.0*	*10.0*	*10.0*	*10.0*	*10.0*
Public Works										
Highway	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Landfill	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Buildings and Grounds	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Total Public Works	*7.0*	*7.0*	*7.0*	*7.0*	*7.0*	*7.0*	*7.0*	*7.0*	*7.0*	*7.0*
Recreation & Parks										
Summer Programs	15.0	15.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0
Swimming Programs	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0
Recreation Activity	16.0	16.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
Parks	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Community Activity	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Total Recreation & Parks	*53.0*	*53.0*	*47.0*	*47.0*	*47.0*	*47.0*	*47.0*	*47.0*	*47.0*	*47.0*
TOTAL TEMPORARY PART-TIME	144.0	144.0	138.0	138.0	142.0	142.0	142.0	142.0	142.0	142.0

* New for FY 11/12 - Registrars of Voters are reclassified to account 51010.

New for FY 06/07- Part-Time positions separated into regular part-time (51012) and temporary part-time (51014).

Regular Employees Definition: May be either Classified or Unclassified, Full-Time or Part-Time persons who may be appointed to Town Service either on a continuing basis for an indefinite length of service, or for a fixed term greater than six months in the aggregate.

Regular Full-Time Employees: Scheduled to work at least 37.5 hours per week unless an ordinance or the Town Manager designates at least 40 hours per week.

Regular Part-Time Employees: Scheduled to work less than 37.5 hours or, in the case of certain Police and Public Works employees, as designated by the Town Manager, less than 40 hours per week.

Temporary Employees Definition: May be either Classified or Unclassified, Full-Time or Part-Time persons who are appointed to Town Service for a fixed term less than six months in the aggregate.

Temporary Full-Time Employees: Scheduled to work at least 37.5 hours per week or, in the case of certain Police and Public Works Department employees, as designated by the Town Manager, at least 40 hours per week.

Temporary Part-Time Employees: Scheduled to work less than 37.5 hour per week, or in the case of certain Police and Public Works Department employees, as designated by the Town Manager, less than 40 hours per week.

STATE OF CONNECTICUT MUNICIPAL RANKINGS: PER CAPITA/PERCENT OF TOTAL DATA
(Municipal Fiscal Indicators January 2016, and the Avon Public Schools)

Year	Titles	Town of Avon Placement out of 169 Towns	Amount	State Average	State Median
2014	Per Capita Income	8	$66,365	$38,480	n/a
2014	Median Household Income	13	$116,565	n/a	$69,899
2014	Debt Per Capita	82	$1,663	$2,325	$1,619
2014	Net Current Education Exp./Pupil	113	$14,340	$15,178	$15,070
2014	Tax Collection Rates	2	99.8%	98.4%	98.6%
2014	Unemployment Comparison	163	4.4%	6.6%	5.5%
2015-16	Mill Rates	n/a	28.80	n/a	n/a
2014-15	Average TANF Recipients *	160	0.03%	0.96%	n/a
2014	Adjusted Tax Levy Per Capita	19	$3,864	$2,708	$2,633
2014	Property Tax Revenue as % of Total	41	84%	70.8%	75.4%
2014	Equalized Mill Rates	84	19.75	18.81	19.73
2014	Equalized Net Grand List Per Capita	34	$195,638	$143,792	$133,168
2014	Population Density Per Square Mile	58	795.6	742.8	463.8
2014	Population	65	18,421	T: 3,596,677	
2014-15	Net Grand List	n/a	$2,559,080,530	T: $362,264,981,207	
2014-15	Equalized Net Grand List	n/a	$3,656,295,571	T: $532,281,768,560	

	Connecticut Smarter Balanced Assessment (SBA)** CMT & CAPT	Avon			State Average		
		SBA ELA	SBA Math	CMT/CAPT Science	SBA ELA	SBA Math	CMT/CAPT Science
2014-15	Grade 3	91%	84%	n/a	54%	48%	n/a
2014-15	Grade 4	77%	74%	n/a	55%	44%	n/a
2014-15	Grade 5	82%	64%	96%	59%	37%	79.2%
2014-15	Grade 6	85%	76%	n/a	56%	37%	n/a
2014-15	Grade 7	84%	73%	n/a	57%	39%	n/a
2014-15	Grade 8	82%	77%	93.8%	54%	37%	76.7%
2014-15	Grade 10 CAPT	n/a	n/a	95.3%	n/a	n/a	77.2%
2014-15	Grade 11	75%	61%	n/a	53%	30%	n/a

* TANF (Temporary Assistance for Needy Families)

** The 2015 Connecticut Smarter Balanced Assessment are new tests that replace the Connecticut Mastery Test (CMT) and the Connecticut Academic Performance Text (CAPT) in English Language Arts (ELA)/Literacy and Mathematics.

TOWN OF AVON, CONNECTICUT – ERG A AND CAPITAL REGION TOWNS & CITIES FINANCIAL INDICATORS

TOWN	2014 Population	2014 Equalized Mill Rate	2014 Tax Collection Rates	2014 General Fund Balance Unassigned	2014 Per Capita Debt $	FY 1999 Per Capita Money Income	2014 Bond Rating
Andover	3,272	22.24	98.7	2,415,170	1,193	30,273	--
Avon	**18,421**	**19.75**	**99.8**	**8,687,086**	**1,663**	**51,706**	**Aaa**
Bloomfield	20,819	25.36	98.5	15,890,648	2,672	28,843	Aa2
Bolton	4,952	24.28	99.2	986,359	2,593	29,205	Aa3
Canton	10,345	19.86	98.9	5,536,556	1,382	33,151	Aa2
East Granby	5,212	20.79	98.9	2,812,506	1,305	30,805	Aa2
East Hartford	51,033	29.82	97.9	13,967,000	1,299	21,763	Aa2
East Windsor	11,423	20.93	97.8	7,094,098	515	24,899	Aa2
Ellington	15,795	20.29	98.8	2,094,065	839	27,766	Aa3
Enfield	44,626	20.37	98.0	16,041,000	540	21,967	Aa2
Farmington	25,627	16.82	99.6	9,674,190	1,727	39,102	Aaa
Glastonbury	34,754	24.56	99.4	25,648,081	2,538	40,820	Aaa
Granby	11,310	24.26	99.1	2,870,618	2,464	33,863	--
Hartford	124,705	36.13	95.0	13,022,000	4,233	13,428	A1
Hebron	9,564	24.93	98.3	5,210,642	1,966	30,797	Aa2
Manchester	58,106	25.07	98.1	13,887,000	1,362	25,989	Aa1
Marlborough	6,430	21.43	99.2	2,311,786	3,442	35,605	Aa2
Newington	30,685	23.37	99.1	15,183,000	322	26,881	Aa2
Rocky Hill	20,094	20.75	99.0	4,586,516	595	29,701	Aa2
Simsbury	23,975	26.09	99.6	11,611,521	1,610	39,710	Aaa
Somers	11,303	17.38	98.7	5,624,179	1,174	23,952	Aa2
South Windsor	25,823	24.47	98.6	5,238,041	2,387	30,966	Aa2
Suffield	15,814	18.51	98.9	9,346,863	1,198	28,171	--
Tolland	14,872	22.01	99.2	7,053,690	3,070	29,892	Aa2
Vernon	29,098	25.89	98.6	11,142,709	1,458	25,150	Aa2
West Hartford	63,324	23.72	99.2	19,653,000	2,224	33,468	Aaa
Wethersfield	26,446	24.82	99.0	10,247,688	1,021	28,930	Aa2
Windsor	29,069	20.60	98.6	17,347,987	1,355	27,633	Aa1
Windsor Locks	12,565	17.62	98.1	11,874,539	1,203	23,079	Aa1
ERG A TOWNS							
Avon	**18,421**	**19.75**	**99.8**	**8,687,086**	**1,663**	**51,706**	**Aaa**
Darien	21,689	9.35	99.3	16,482,467	4,007	77,519	Aaa
Easton	7,631	20.81	98.6	4,780,254	3,958	53,885	Aaa
New Canaan	20,314	10.65	99.6	21,328,599	6,314	82,049	Aaa
Redding	9,309	19.70	98.6	5,587,046	2,715	50,687	Aa1
Ridgefield	25,205	17.63	98.7	12,897,561	3,513	51,795	Aaa
Simsbury	23,975	26.09	99.6	11,611,521	1,610	39,710	Aaa
Weston	10,388	17.68	98.6	10,697,573	4,636	74,817	Aaa
Westport	27,561	11.97	98.5	26,132,360	4,413	73,664	Aaa
Wilton	18,692	18.12	99.4	17,702,065	3,169	65,806	Aaa
Woodbridge	8,925	24.24	99.6	4,484,043	2,989	49,049	Aaa

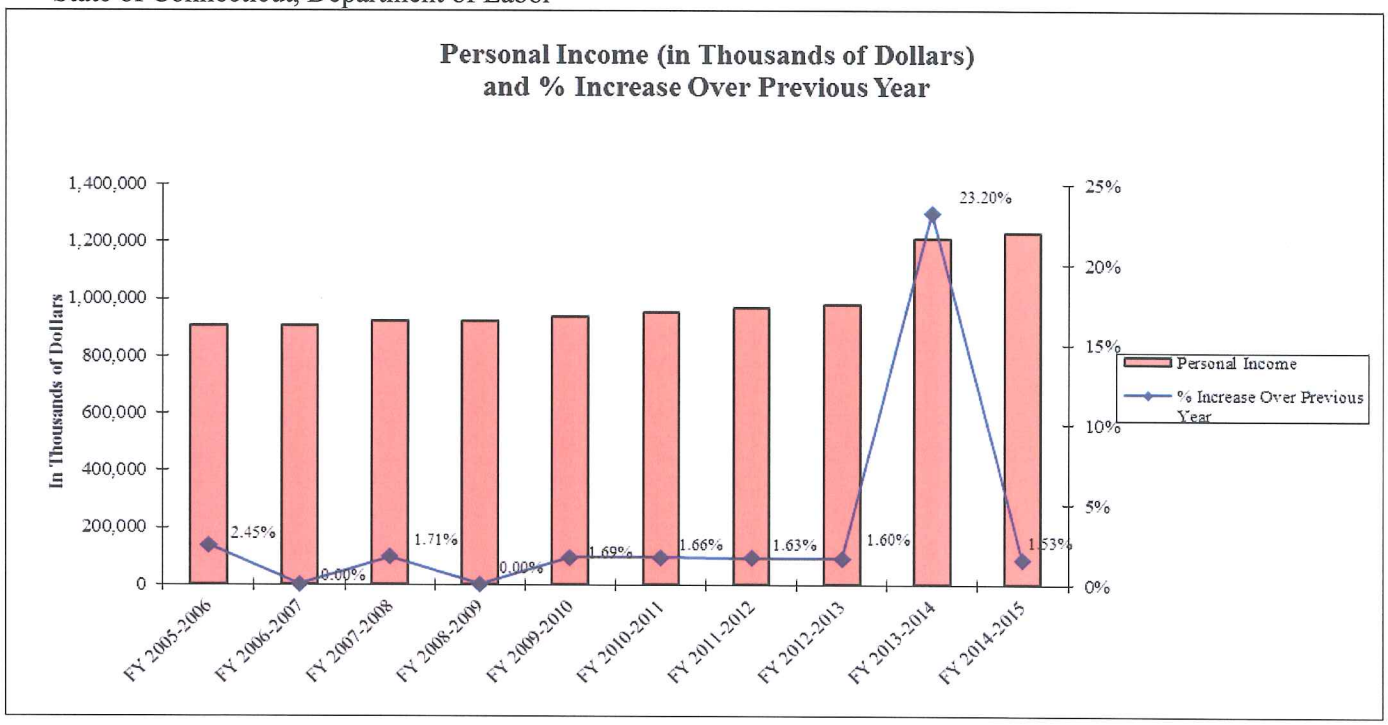
Source: Office of Policy and Management – Municipal Fiscal Indicators FY 2010 – 2014

TOWN OF AVON, CONNECTICUT
DEMOGRAPHIC AND ECONOMIC STATISTICS
Last Ten Fiscal Years

Fiscal Year	Population[1]	Personal Income (thousands of dollars)[2]	Per Capita Personal Income[3]	Median Age[3]	Education Level in Years of Schooling[4]	School Enrollment[5]	Unemployment Rate[6]
2005/2006	17,500	904,855	51,706	42.0	16	3,446	2.7%
2006/2007	17,500	904,855	51,706	42.0	16	3,519	3.1%
2007/2008	17,800	920,367	51,706	42.0	16	3,532	3.7%
2008/2009	17,800	920,367	51,706	42.0	16	3,613	5.5%
2009/2010	18,100	935,879	51,706	42.0	16	3,605	6.0%
2010/2011	18,400	951,390	51,706	42.0	16	3,540	5.7%
2011/2012	18,700	966,902	51,706	42.0	16	3,534	5.3%
2012/2013	19,000	982,414	51,706	42.0	16	3,405	5.2%
2013/2014	19,600	1,210,378	61,754	45.1	16	3,379	4.7%
2014/2015	19,900	1,228,905	61,754	45.1	16	3,320	4.1%

Sources:

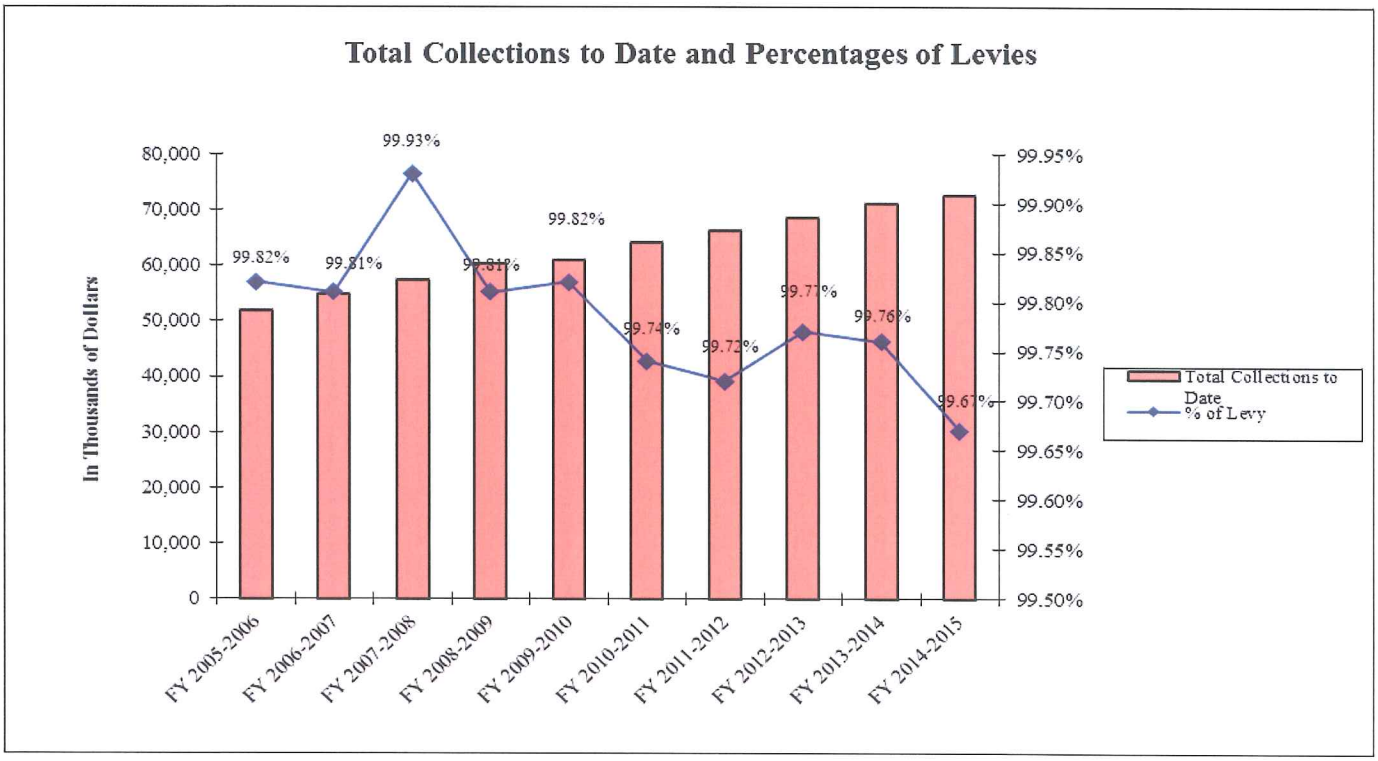
1 State of Connecticut, Department of Health Services – Population Estimates Town of Avon, Planning Department
2 Formula of Population times Per Capita Personal Income, divided by one thousand
3 U.S. Department of Commerce, Bureau of the Census, 2000 and 2010
4 U.S. Department of Commerce, Bureau of the Census, 2000 and 2010
2000 Census: percentage of Avon population with Bachelor's Degree or higher is 62.0%
2010 Census: percentage of Avon population with Bachelor's Degree or higher is 62.0%
5 Town of Avon, Board of Education
6 State of Connecticut, Department of Labor



TOWN OF AVON, CONNECTICUT
PROPERTY TAX LEVIES AND COLLECTIONS
Last Ten Fiscal Years
(In Thousands)

		Collections Within the Fiscal Year of the Levy			Total Collections to Date	
Fiscal Year	Taxes Levied for the Fiscal Year	Amount	Percentage of Levy	Collections in Subsequent Years	Amount	Percentage of Levy
2006	51,865	51,774	99.82%	35	51,808	99.89%
2007	54,781	54,677	99.81%	71	54,747	99.94%
2008	57,350	57,311	99.93%	13	57,324	99.95%
2009	60,287	60,174	99.81%	86	60,259	99.95%
2010	61,074	60,965	99.82%	83	61,048	99.96%
2011	64,184	64,017	99.74%	116	64,133	99.92%
2012	66,262	66,073	99.72%	134	66,207	99.92%
2013	68,687	68,528	99.77%	85	68,613	99.89%
2014	71,181	71,014	99.76%	81	71,094	99.88%
2015	72,652	72,412	99.67%	N/A	72,412	99.67%

Source: Town Assessor's Office, Collector of Revenue and Finance Office

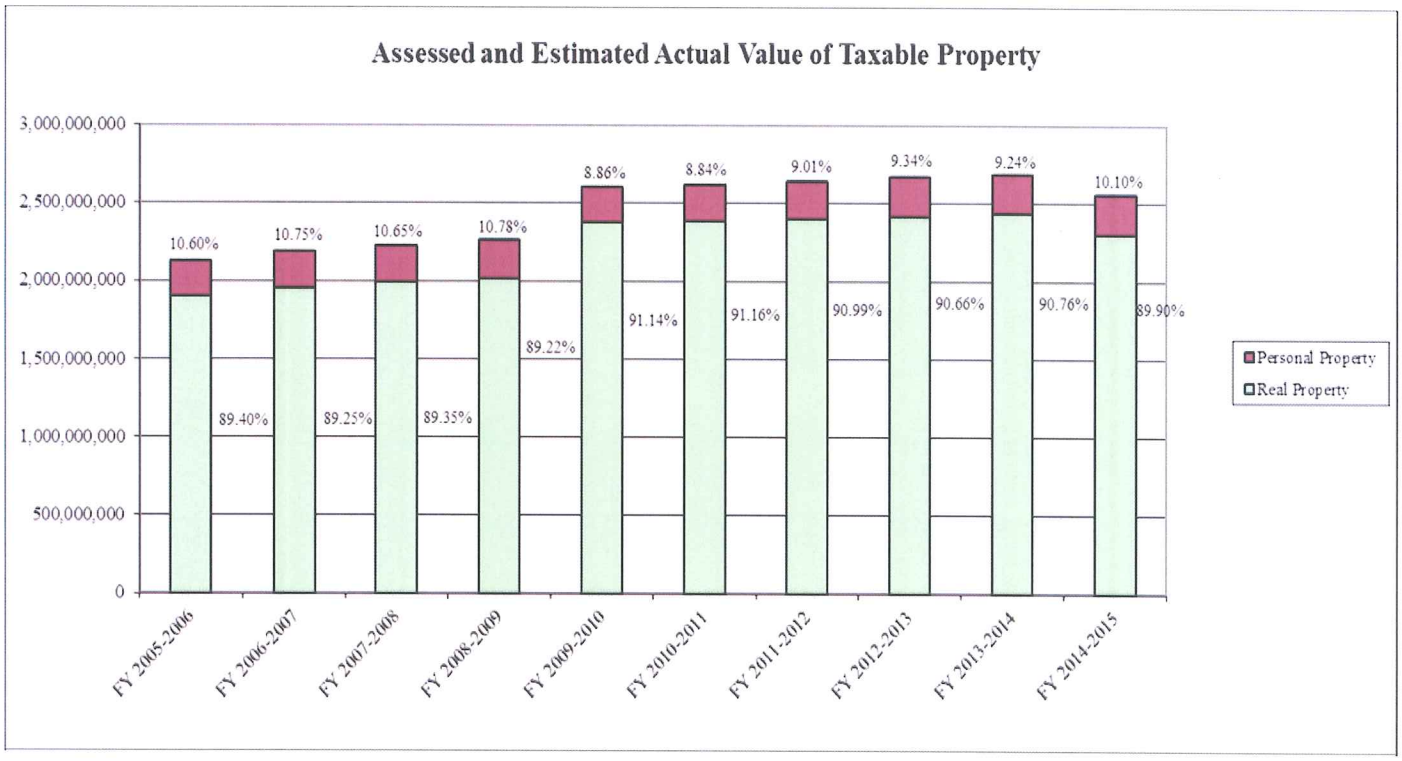


TOWN OF AVON, CONNECTICUT
ASSESSED AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY
Last Ten Fiscal Years

	Real Property		Personal Property	
Fiscal Year	Residential Property	Commercial Property	Motor Vehicles	Other
2006	1,633,097,700	270,135,570	148,590,290	77,077,010
2007	1,679,790,240	272,737,650	155,308,220	79,758,880
2008	1,715,393,290	274,339,890	155,657,040	81,609,190
2009	1,742,414,530	275,672,080	158,100,960	85,620,640
2010	2,057,199,260	317,688,190	148,167,500	82,720,100
2011	2,069,142,780	317,552,310	152,291,800	79,166,770
2012	2,082,821,950	318,054,740	161,455,980	76,284,190
2013	2,099,240,690	319,617,200	173,638,190	75,610,970
2014	2,116,947,550	323,533,960	169,534,790	78,810,320
2015	1,975,267,600	325,431,330	175,775,500	82,606,100

Source: Town Assessor's Office

Note: By state law, property is assessed at 70% of actual value with periodic revaluation of real property. The estimated actual amount is the equalized grand list which is estimated by the State of Connecticut, Office of Policy and Management.

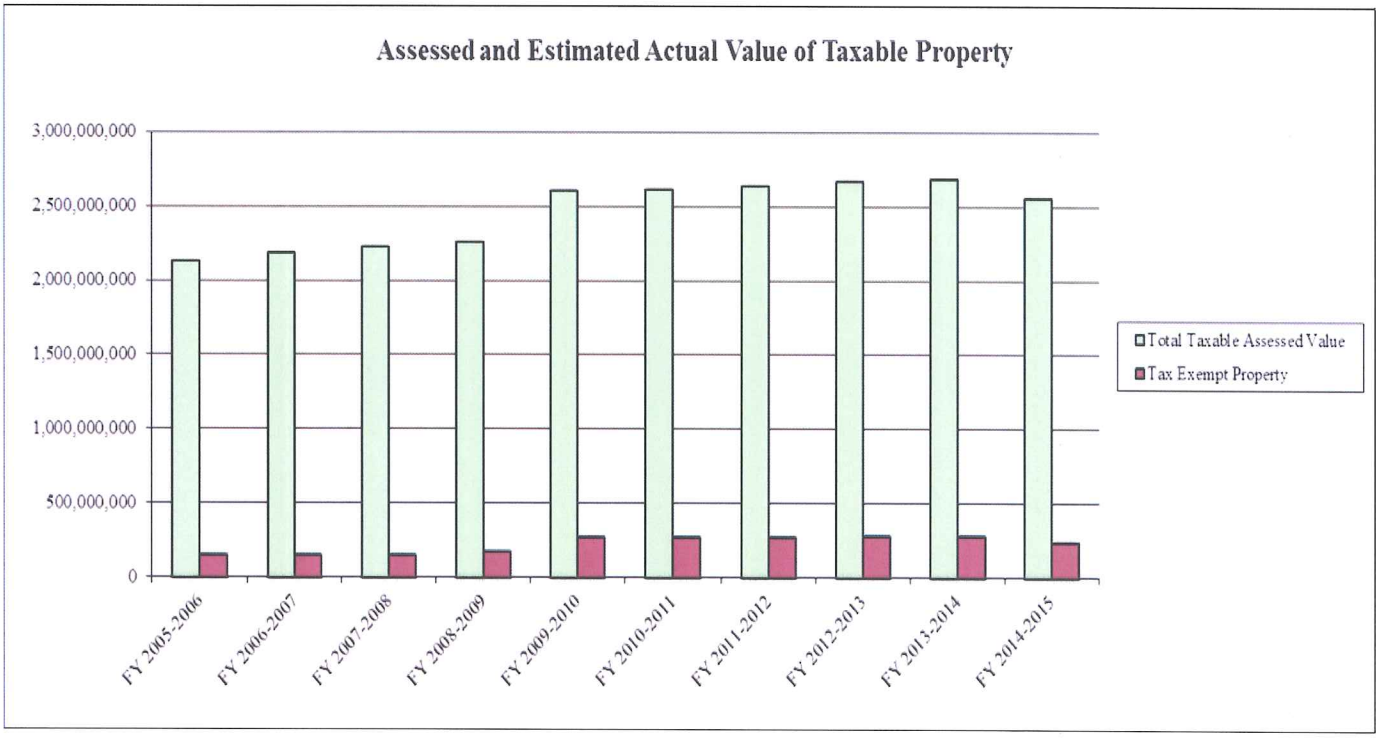


TOWN OF AVON, CONNECTICUT
ASSESSED AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY
Last Ten Fiscal Years

Fiscal Year	Tax Exempt Property	Total Taxable Assessed Value	Total Direct Tax Rate	Estimated Actual Taxable Value	Assessed Value as a Percentage of Actual Value
2006	149,492,690	2,128,900,570	24.16	3,548,200,958	60.0%
2007	149,225,860	2,187,594,990	24.85	3,941,612,590	55.5%
2008	149,230,440	2,226,999,410	25.55	4,128,919,720	53.9%
2009	170,279,410	2,261,808,210	26.53	4,192,148,210	54.0%
2010	270,062,210	2,605,775,050	23.41	4,008,884,690	65.0%
2011	271,062,110	2,618,153,660	24.44	3,946,859,780	66.3%
2012	271,385,060	2,638,616,860	25.04	3,742,718,950	70.5%
2013	279,639,180	2,668,107,050	25.65	3,747,341,362	71.2%
2014	281,023,970	2,688,826,620	26.32	3,697,904,084	72.7%
2015	240,650,750	2,559,080,530	28.32	3,655,829,328	70.0%

Source: Town Assessor's Office

Note: By state law, property is assessed at 70% of actual value with periodic revaluation of real property. The estimated actual amount is the equalized grand list which is estimated by the State of Connecticut, Office of Policy and Management.



TOWN OF AVON, CONNECTICUT

PRINCIPAL TAXPAYERS

Current Year and Nine Years Ago

	2015			2006		
Taxpayer	**Taxable Assessed Value**	**Rank**	**% of Gross Taxable Assessed Grand List**	**Taxable Assessed Value**	**Rank**	**% of Net Taxable Assessed Grand List**
Avonplace Associates LLC	$ 15,287,990	1	0.59%	$ 7,811,020	8	0.37%
64 Avonwood Rd. Assoc. LLC	13,674,330	5	0.53%			
Two Fifty-Five West Main LLC	14,052,020	4	0.54%	11,385,620	1	0.53%
CT Light & Power	14,814,580	2	0.57%	10,218,910	2	0.48%
Ensign Bickford Realty Corp.	10,754,440	8	0.42%	8,082,090	7	0.38%
Avon Marketplace Investors	14,325,490	3	0.56%			
Nod Brook LLC	12,482,220	7	0.48%	9,199,920	4	0.43%
Family Wellness Center	9,175,050	10	0.36%			
Avon Water Company	9,870,330	9	0.38%	7,261,470	9	0.34%
Connecticut On-Line Computer				8,414,580	6	0.40%
Avon Associates, Ltd.				7,259,380	10	0.34%
Jackson, Inc.				9,543,940	3	0.45%
Toll CT Ltd Partnership	12,730,970	6	0.49%			
G. David Lattizori				9,131,600	5	0.43%
Total	**$127,167,420**		**4.93%**	**$88,308,530**		**4.15%**

Source: Town Assessor's Office

TOWN OF AVON, CONNECTICUT

PRINCIPAL EMPLOYERS

Current Year and Nine Years Ago

	2015			2006		
Employer	Employees	Rank	% of Total Town Employment	Employees	Rank	% of Total Town Employment
Town of Avon	559	1	6.99%	520	1	6.01%
CT On-Line Computer Center	72	10	0.90%	315	2	3.64%
Wal-Mart	134	9	1.67%	220	3	2.54%
Women's Health USA	183	3	2.29%	210	4	2.43%
Avon Health Center, Inc.	207	2	2.59%	186	6	2.15%
Big Y Supermarket	166	4	2.07%	195	5	2.25%
Apple Health Care, Inc.	147	5	1.84%	130	10	1.50%
O.F.S. Fitel LLC	142	6	1.77%	177	7	2.04%
Legere Group	136	7	1.70%	-	-	-
Reflexite Tech Center	134	8	1.67%	-	-	-
GE Insurance				140	9	1.62%
Hartford Insurance	-	-	-	158	8	1.82%
	1,880		**23.50%**	**2,251**		**26.00%**

Source: Town of Avon, Official Statements

TOWN OF AVON, CONNECTICUT
OPERATING INDICATORS BY FUNCTION/PROGRAM

Departments	2015	2014	2013	2012	2011
General Government					
Marriage Licenses Issued	114	115	114	87	102
Civil Unions Recorded (new in 06/07)	0	0	0	0	0
Birth Certificates Issued	99	128	99	73	118
Death Certificates Issued	191	176	191	120	125
Boards and Agencies					
Registered Voters	11,231	11,272	11,981	11,824	12,051
Elections and Referenda	3	2	2	3	2
Planning and Development					
Building Permits Issued	752	604	567	617	575
Building Inspections Conducted	2,387	2,249	2,404	2,171	1,970
Value of Building Permits	35,540,625	42,734,952	52,928,314	34,205,274	32,317,339
Public Safety					
Arrests	292	180	280	280	287
Parking Violations	5	4	14	12	27
Traffic Violations	1,166	812	1,554	1,635	2,509
Emergency Responses	1,673	1,780	2,009	1,603	1,503
Fires Extinguished	45	45	32	7	28
Inspections/Fire Prevention	451	439	381	381	485
Calls For Service	19,646	15,125	12,343	18,638	19,126
Citations Issued	917	586	932	1,293	1,481
Public Works					
Miles of Roads Maintained	110	106	108	108	108
Refuse Collected (tons per year)	746	756	782	862	872
Recyclables Collected (tons per year)	421	554	481	504	553
Parks and Recreation					
Total Park Reservations	3,422	1,758	1,826	1,886	1,657
Total Day Camp Registrations	452	531	519	539	465
Total Swim Memberships	360	371	382	443	400
Pool Attendance	12,949	12,375	9,748	12,430	10,654
Public Libraries					
Volumes in Collection	122,367	117,374	94,978	96,440	89,399
Items Circulated	291,256	295,590	290,058	208,132	261,141
Human Services					
Senior Mini-Bus Trips	2,682	2,494	2,903	2,647	2,143
Households Provided Energy Asst.	89	80	76	43	45
Households Provided Food Bank	127	127	114	106	83
Education					
Number of Schools	5	5	5	5	5

TOWN OF AVON, CONNECTICUT
OPERATING INDICATORS BY FUNCTION/PROGRAM

Departments	2010	2009	2008	2007	2006
General Government					
Marriage Licenses Issued	122	119	128	125	213
Civil Unions Recorded	0	1	2	2	6
Birth Certificates Issued	105	129	126	137	154
Death Certificates Issued	155	185	192	158	194
Boards and Agencies					
Registered Voters	11,852	11,943	11,297	11,087	11,100
Elections and Referenda	4	4	5	3	3
Planning and Development					
Building Permits Issued	561	525	635	562	700
Building Inspections Conducted	1,919	1,961	2,546	2,524	3,700
Value of Building Permits	27,942,971	17,946,028	24,403,569	24,586,378	23,358,000
Public Safety					
Arrests	246	281	289	292	350
Parking Violations	51	69	72	78	67
Traffic Violations	2,937	5,078	6,337	5,992	5,173
Emergency Responses	1,313	1,247	1,307	1,265	3,323
Fires Extinguished	11	8	28	15	18
Inspections/Fire Prevention	279	392	620	1,369	1,488
Calls For Service	22,094	27,398	25,389	23,846	30,885
Citations Issued	2,169	3,945	4,421	4,230	4,014
Public Works					
Miles of Roads Maintained	108	108	104	103	102
Refuse Collected (tons per year)	900	950	1,029	1,065	N/A
Recyclables Collected (tons per year)	650	726	931	933	N/A
Parks and Recreation					
Total Park Reservations	1,977	2,026	2,767	4,399	2,934
Total Day Camp Registrations	527	659	612	554	486
Total Swim Memberships	415	403	437	530	507
Pool Attendance	14,759	10,593	13,254	17,539	18,009
Public Libraries					
Volumes in Collection	85,258	82,067	80,085	80,174	80,000
Items Circulated	292,349	294,443	305,843	317,900	307,661
Human Services					
Senior Mini-Bus Trips	2,708	3,507	3,472	3,601	3,833
Households Provided Energy Asst.	30	35	27	49	35
Households Provided Food Bank	88	89	74	73	75
Education					
Number of Schools	5	5	5	5	5

TOWN OF AVON, CONNECTICUT

CAPITAL ASSET STATISTICS BY FUNCTION/PROGRAM

June 30, 2015

	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006
Public Safety										
Police Stations	1	1	1	1	1	1	1	1	1	1
Fire Stations	4	4	4	4	4	4	4	4	4	4
Police Vehicles	23	23	28	28	28	28	29	28	25	20
Fire Vehicles	14	14	13	13	14	14	14	13	13	12
Public Works										
Miles of Town Roads	111	111	108	108	108	108	108	105	104	102
Streetlights	781	781	828	828	836	836	836	792	802	787
Traffic Signals	22	22	18	18	18	18	12	12	12	12
Public Works Vehicles	31	31	30	33	33	33	33	33	33	33
Recreation & Parks										
Acreage (Parks Only)	1,155	1,155	1,155	1,155	1,155	1,155	1,155	1,155	1,155	1,155
Parks and Greens	14	14	14	14	14	14	14	14	14	14
Athletic Fields (incl. BOE)	30	30	30	30	30	30	30	30	30	30
Swimming Pools	2	2	2	2	2	2	2	2	2	2
Public Libraries										
Libraries	1	1	1	1	1	1	1	1	1	1
Human Services										
Senior Center	1	1	1	1	1	1	1	1	1	1
Education										
Schools	5	5	5	5	5	5	5	5	5	5
Water										
Fire Hydrant Rentals	761	748	721	721	721	710	709	684	684	614
Sewer										
Sanitary Sewers (Miles)	89.4	88	88	77.39	76.43	76.43	76.36	72.75	70.58	68.46
Storm Sewers (Miles)	85	85	85	75	45.50	45.00	43.12	41.62	39.59	38.43

Source: Various Town Departments