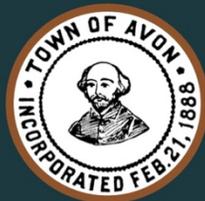


Annual Town Report & FY2025 Budget



TOWN OF
AVON
MASSACHUSETTS



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In Memoriam

Avon mourns the loss of the following individuals who gave of their time and talents for the betterment of our community. We offer our sincere condolences to their families and friends and express our thanks for the contributions they have made to Avon.

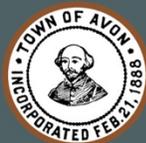
Margaret “Sandy” Cain
(1943-2023)

1972-1978 Avon Public Schools
1996-2001 Town Hall Receptionist
2002-2009 Tax Collector’s Office
2012-2018 Election Worker

Silvio “Sonny” Mercuri
(1933-2023)

1977-1987 Park and Recreation Commission
2009-2020 Council on Aging Board

Introduction



TOWN OF
Avon
MASSACHUSETTS



Budget Message

Honorable Members of the Board:

I am pleased to present you with the Fiscal Year 2025 proposed Operating Budget. We have assembled this year's level service budget, as requested, with a variety of necessary increases to enhance services and to provide for the most effective operations. This budget incorporates the latest information available regarding revenue projections and departmental expenditure requests. It has been such a pleasure working with everyone these past several months to develop this new format in which will be the new norm in terms of forecasting and presentation of the budget.

The Town Administrator's Recommended Operating Budget totals \$31,499,585, which is an increase of \$1,589,323 (5.75%) from the current FY24 operating budget. Below, you will see a summary listing of the FY25 town budget by function that make up the overall increase in this proposal, the following departments have been funded as follows:

Expenditure by Function	FY2025 Proposed	% of Total
General Government	2,167,128	6.88%
Public Safety	5,551,373	17.62%
Education	12,378,198	39.30%
Public Works	2,514,284	7.98%
Human Services	495,628	1.57%
Culture, Recreation & Library	635,716	2.02%
Debt Service	1,402,025	4.45%
Benefits	6,355,233	20.18%
Total Operating Budget	31,499,585	100%

As this is my first budget in Avon, we wanted to start the process early, so in November of 2023, we began with preliminary reviews of departmental budgets and capital requests, and then we conducted individual meetings with all departments beginning in January. The Select Board received a draft budget on Thursday November 30, 2023, and continued to develop the budget through the months of December and January with the Finance and School Committee's. A joint meeting with the Select Board and Finance



Committee was held on January 11, 2024, and then the Select Board approved the Budget on January 25, 2024.

Even though our review of budget details will continue right up until the Town Meeting on May 7, 2024, the Budget has been developed in conformance with the goals and objectives as established by our Financial Policies.

The Select Board, Finance Committee, Department Heads, Finance Director, Town Accountant, and Town Administrator continue to meet periodically to discuss the final budget, revenue projections, and the various financial indicators, and the implications of the information for the upcoming FY2025 budget. The following goals and objectives are direct outcomes of these conversations:

Select Board Goals and Objectives/Budget Priorities

1. To maintain a level service budget and develop a creative means to improve in all areas of municipal service.
2. Pursue regional water supply and study wastewater solutions to make a recommendation to the Board in FY25.
3. Address capital building needs at the Library, Town Hall, and Council of Aging.
4. Hiring of a new Fire Chief and DPW Director.
5. Succession planning for a variety of key Department Heads and positions.
6. Ensure that all union and non-union contracts are in place and not expired.

The FY2025 budget process allowed for individual department goals and objectives to be heard and developed to ensure that long-term objectives that span beyond just the upcoming fiscal year are taken into consideration. Departments were engaged during the process and any new initiative or change to a line item were discussed in detail and then adjusted accordingly.

Recent Developments

During the months of February and March, several significant budgetary items have been finalized, including Health Insurance, Workers Compensation, Liability Insurance, and the Blue Hills Regional School Assessment. Collectively, we have finalized these budgetary amounts, and these items represent the final pieces of the FY2025 budget. On March 14, 2024, the Finance Committee voted unanimously to support all the Articles as presented.

Shared Services - Given our size and the difficulty we are experiencing with recruitment, creative regionalized services have been utilized and provide significant cost savings to the community including,

- Veterans Agent - shared with Braintree and Holbrook
- Animal Control - shared with Abington
- Conservation Agent - shared with Randolph



School Assessments - Avon incurs assessments from the Blue Hills Regional Vocational School and the Norfolk Agricultural School. Our schools are currently involved in the budget process.

- Blue Hills Assessment - \$884,333
- Norfolk Agriculture Assessment - \$17,000

Health Insurance - The FY2025 health insurance budget request of \$3,565,867 is up 7% over last year.

Debt Service - The proposed FY2025 debt service budget continues to decline and for FY25 it is \$1,402,025. Our debt will continue to drop off in the coming years as the larger borrowing for older projects wraps up.

State Aid - The current budget model assumes State Aid through the Governor's Budget proposal will remain flat at \$6,057,391. The House and Senate will begin to debate their versions of the budget, which typically does not get finalized until well after our Town Meeting. In addition, the Town has limited information regarding State Assessments, and it is the net effect of the new aid and the increase in charges that really determine the net amount of state aid that the town receives. Upon final approval of the FY2025 Budget, any State Aid received above level funding will close out to Free Cash at the end of FY24.

New Growth - In accordance with Proposition 2½, a municipality is allowed to increase its levy limit each year based on the previous year's levy limit and any new growth in the tax base due to construction and improvements made to properties. The purpose of this provision is to recognize that new development results in additional municipal costs. FY2025 New Growth is estimated at \$75,000 in new tax dollars. This is a decrease from last year of \$40,000, however, new growth is expected to increase with a variety of newly permitted construction projects (Joanna and Brave Estates) are two projects in which work will take place in calendar year 2024.

ARPA Grant Funding – Avon has been fortunate to be the recipient of \$1,333,219.26 of federal and state grant funds related to the pandemic. To date, the Select Board have voted to commit these funds to projects that include:

- Rock & Gill Street
- Tree Street Water Mains
- Fire, Police, and DPW Equipment

These capital costs would have otherwise had to have been paid for through our reserves or money to be borrowed.

Budget in Brief

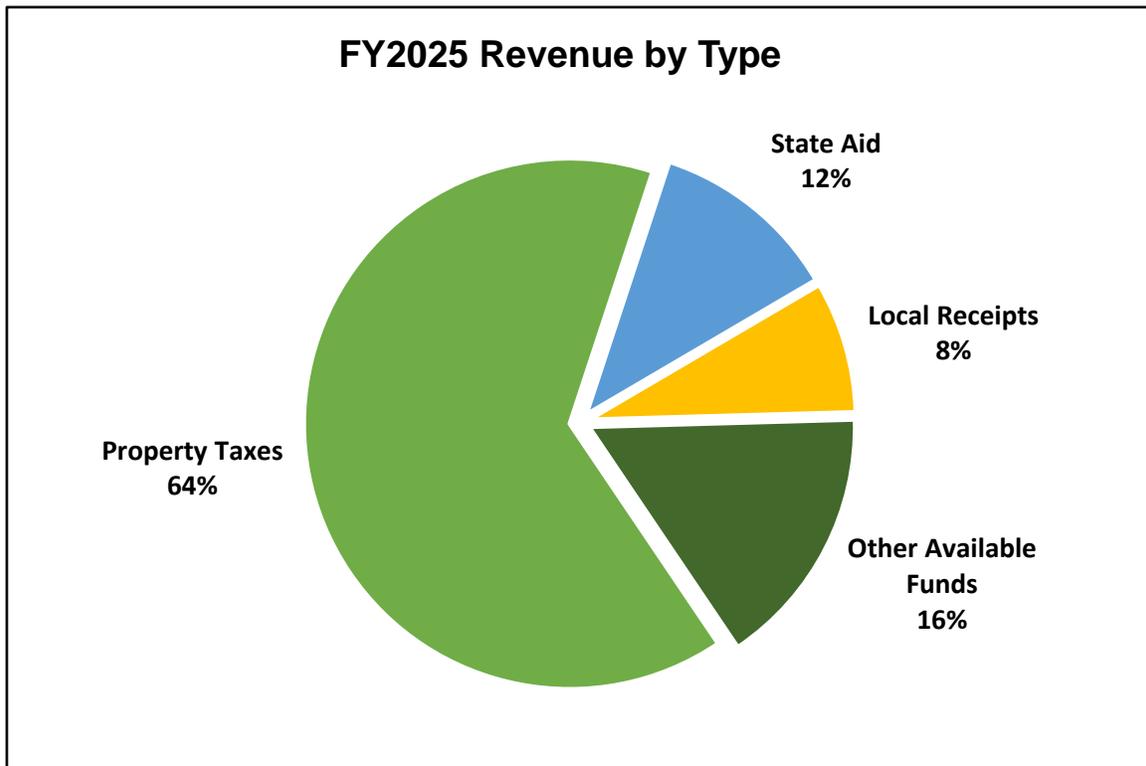
The Town side of the budget is showing a larger increase than usual due to increases in operating and fixed costs such as gasoline, fuel, and utilities. Like prior year budgets, the FY2025 Proposed Budget relies



on projections regarding available revenues, thereby accepting the limits of the Town's financial resources. Considerable attention is paid to balancing the needs of the community and the expectations of Avon's citizens, with the development of a fiscally responsible financing plan. The budget is based upon an established ceiling of revenue derived from local property taxes in accordance with Proposition 2½. Added to these revenues are State Aid, Departmental Receipts such as fees, permits, interest earned and available funds such as Free Cash and Other Special Revenues. Accordingly, the following revenue and expenditure assumptions were used to develop the FY2025 recommended budget:

Revenues

- Tax Levy will increase by 2.5% (less Excess Levy Capacity) as is allowed by Proposition 2 ½ plus New Growth.
- New Growth estimate is prepared by the Principal Assessor and is based on adjusted historical averages.
- Local Receipt estimates are based on trend analysis of actual collections by category and reflective of economic impacts.
- State Aid projections have been increased by 1% awaiting the Governor's Budget proposal.
- Other Available Funds are typically appropriate for one-time capital and other expenditures while maintaining a balance that will provide for a stable amount for use in future years.



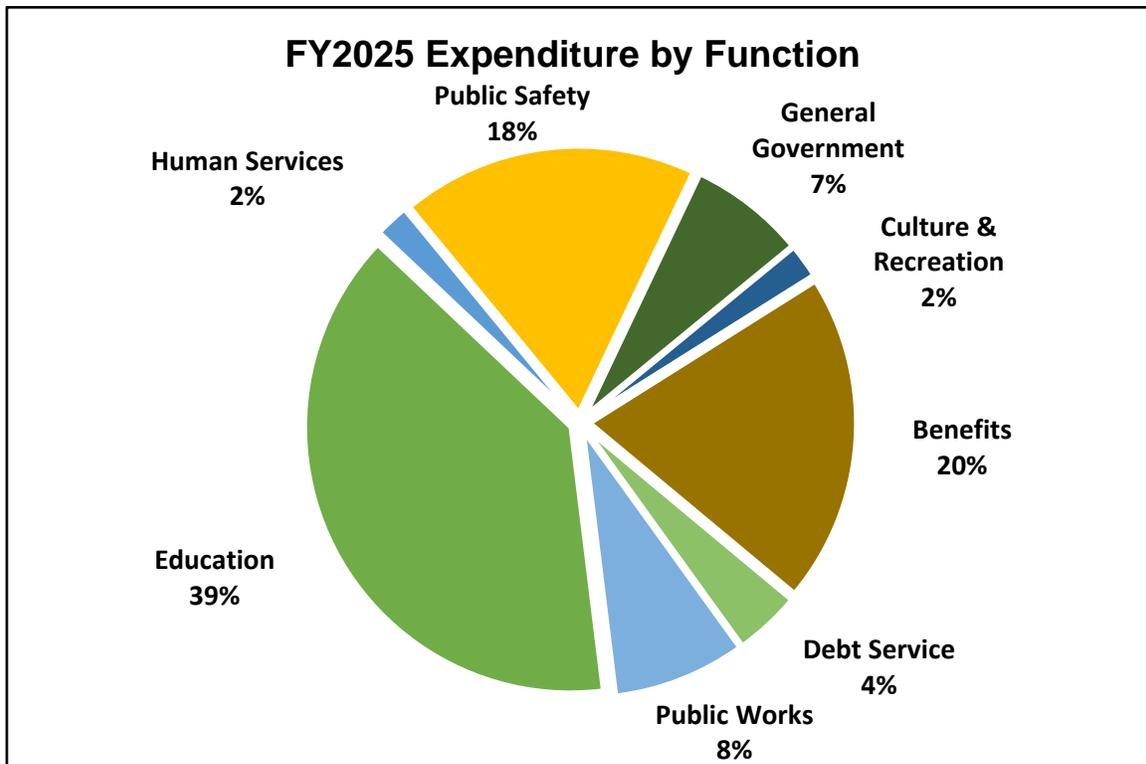


Expenditures

- Town and School Operating Budgets to increase only by the amount of available funds after meeting the funding requirements of all obligations.
- Blue Hills Regional Assessment will total \$884,333 per the existing funding schedule established by the Committee.
- Norfolk Agricultural Assessment will total \$17,000 per the existing funding schedule established by the Committee.
- General Fund Other Post-Employment Benefits (OPEB) funding will stay level at \$145,000 this fiscal year.
- Employee Health Insurance expenses increased 7% this year.
- Capital Expenses will total \$5,965,967 and will be made from Free Cash, the Stabilization Fund, ARPA and other Grant proceeds, as follows:

▪ Capital Outlay	\$108,510
▪ Fire	\$360,007
▪ DPW	\$1,458,083

The General Operating Budget Expenses by Department are as follows:





At this point in time, based upon the most recent projections, the Town departmental and personnel expense budgets are increasing by a total of \$534,407 (2.5%) and the educational portion of the budget is increasing by \$1,054,916 (9%). The net increase of the operating budget is \$1,589,323 (5.75%). Some of the more significant budget changes include the following:

- New Facility Manager Position and department budget shared between schools and town.
- Increases to Planning, Zoning, and Conservation budgets.
- Fire Department budget increase to cover new Chief's salary and Assistant Chief of Department.

General Government

The total FY2025 General Government Operating Budget is \$2,167,128, which is an increase of \$368,016 (20%). The balance of the document that follows this Budget Message provides details regarding each departmental budget.

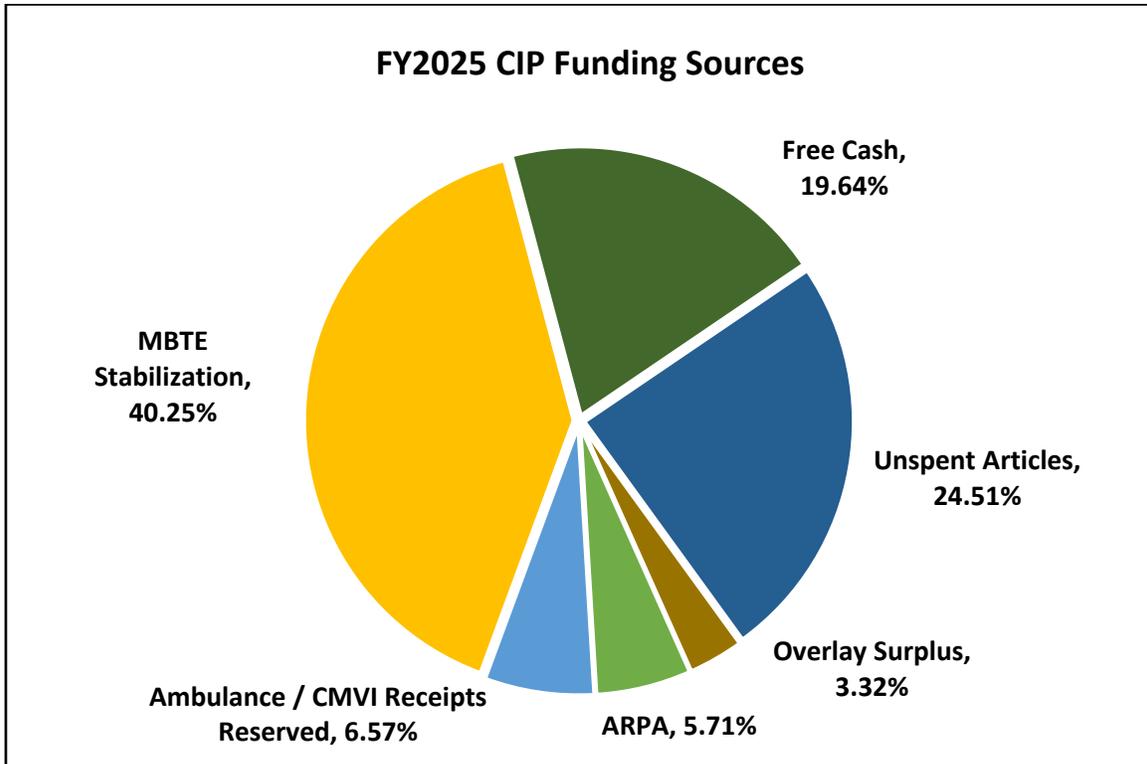
Compensation - This budget includes total employee compensation of \$17,015,835 including all steps on the compensation chart as well as a 2% Cost of Living Adjustment (COLA) voted by the Select Board and Finance Committee.

Capital Budget

Funding for recommended FY2025 projects requires Town Meeting approval of articles that are contained in the Annual Town Meeting Warrant. The Finance Committee's role is to act in an advisory capacity to Town Officials and the citizens at Town Meeting, so the Committee's input and comments are an important part of the Town's Capital Planning Process.

The proposed FY2025 Capital Budget totals \$6,390,836, of which \$1,255,167 is anticipated to be funded through Free Cash, another \$1,566,593 has been funded by older repurposed Capital articles, and the remaining \$212,000 will come from excess overlay resulting in no additional tax impact. An additional \$2,572,000 from the MBTE Stabilization Fund, \$365,069 from ARPA, and the balance of \$420,007 will come from other restricted funds. The proposed funding approach eliminates any added tax impact on residents and will contribute no new debt service to the general fund operating budget.

The pie chart on the following page shows the breakdown of funding sources by category for the proposed FY2025 Capital Budget.



FY2024 Goals & Accomplishments

The most important aspect of the budget process is the generation of operational and financial plans, program review, and the establishment of goals and objectives that will serve the citizens of the community in this and future years. The financial data that is generated is intended to support the Town’s policies, programs, and objectives that are identified and articulated during the budget process. The budget serves not only as a financial plan, but also as a short-term strategic plan linked to our more long-term objectives and the vision for the community.

During FY2024 several key goals and initiatives were achieved. These include:

- Recruitment of the Town Planner.
- Town Hall Feasibility Committee established.
- Special Town Meeting approved a Library Building Condition Assessment and Water/Sewer Feasibility study.
- Special Town Meeting authorized the acquisition of 30 acres of open space.

The focus of the Select Board and Town Administrator continues to be on enhancing all areas of Town Government. Maintaining a solid financial plan (Financial Management Policies), by proactively addressing facility needs (Town Hall, Library, and the Butler Elementary School). These key areas of focus will continue as we move into FY2025 and beyond.



Major Upcoming Issues or Projects

The primary projects in FY2025 include:

- Repairs to the library
- Town Hall and Council on Aging relocation rehabilitation
- Permanent water supply
- Municipal sewer services to the Industrial Park and Stockwell Drive
- Ongoing construction projects by DPW

Financial Condition & Outlook

Avon is in very good financial condition with a Moody's bond rating of Aa2, and a variety of stabilization funds, our financial reserves remain strong. We will continue to assess future capital costs with the larger projects being the elementary school, library, town hall, and water/sewer infrastructure as to the means to cover what may be significant capital investments. We will continue to implement and adhere to our Financial Management Policies to maintain our financial position. Uncertainties surrounding the level of State Aid and future increases in the retirement assessment and health insurance premiums remain significant areas of potential exposure and will be watched during future budget cycles.

Moving forward, it will be important for the Town to continue to fund its Other Post-Employment Benefits (OPEB) liability. Other Post-Employment Benefits (OPEB) are the benefits, other than retiree pensions, offered to retirees and their dependents. These benefits mainly consist of medical insurance. OPEB liability is the present value of benefits for retired and vested employees. An unfunded liability reflects an incurred obligation, payable in the future, for which limited reserves have been set aside. Avon's current Net OPEB Liability is \$18,101,339. At the completion of the Town Meeting, we expect to have a balance of \$3,329,960 in our OPEB Trust Fund.

Conclusion

Achieving a Balanced Budget for FY2025

The proposed budget for FY2025 aims to effectively achieve the goals and objectives set forth by the Select Board, prioritizing fiscal responsibility while maintaining essential services for our community. As it stands, the balanced budget is contingent upon the final state budget, all while staying within the budgetary increase limitations outlined under Proposition 2½. Our primary goal is to ensure that the tax impact on our residents remains minimal, without compromising the quality of services they rely on. To that end, we have worked diligently to craft a level-service budget that preserves the town's current standard of operations.



I would like to extend my gratitude to the Finance Committee, Finance Director, and all Town staff for their dedication and valuable contributions throughout this process. Special thanks to the Select Board for their unwavering support and guidance. As my first budget for the Town, I sincerely hope this document will serve as an informative and transparent resource for residents and all those interested in understanding the Town's budget and financial priorities.

Respectfully submitted,

Jonathan Beder
Town Administrator



Community Profile

The Community



Although first settled by Moses Curtis, a blacksmith from Braintree, in circa 1720, Avon was formally established by petition of the Massachusetts House of Representatives and State Senate in February 1888 when it was separated from neighboring Stoughton. Avon's namesake is the town of Stratford-Upon-Avon, Warwickshire, England.¹

Today, Avon is considered to be a prestigious community located along Route 24, approximately 20 miles south of Boston. The combination of good highway access and positive attitude toward economic growth in the community has enabled the Town to develop as a major employment center in the South Shore area.

The Avon Industrial Park, which has developed over the past 10+ years, contains approximately 127 firms who employ over 3,600 people in a variety of occupations. The recent expansion of the Industrial Park, located near Route 24, has

made more sites available for commercial industry. Presently, there are limited opportunities for new housing development primarily due to a Town policy preserving the suburban character of the community. However, housing is available in many sound residential neighborhoods around Town. Excellent community facilities and services are available, and the Town has a favorable tax base.

Avon also benefits from its strategic location. While the Town has protected its quiet, tranquil, suburban character, it is part of the greater metropolitan community with advantages in terms of accessibility of health care, as well as cultural, educational, and recreational resources.

Notable recent Town accomplishments include securing a \$1.5 million grant to protect and expand D.W. Field Park; \$1 million in Mass Works grant funding to improve undermined and/or failing culverts on Gill and Rock Streets in 2022; ribbon cutting and opening of the renovated William T. Wheeler Fire Station in 2021; and ribbon cutting and opening of the new Avon



¹ History of Avon, MA, [Avon, Massachusetts History](#), Accessed Dec. 18, 2023.



Police Station in 2019.²



Geography

Avon has both the smallest land area and population of any community in the region. It has a compact population density of over 1,000 persons per square mile, typical of many suburban communities. According to the U.S. Census, the Town is comprised of 4.6 square miles, of which 4.4 square miles is land area and .2 is water. Avon is bordered by the city of Brockton to the south, Stoughton to the west, Randolph to the northeast, and Holbrook to the east. The Town is served by the Brockton Area Transit Authority and the MBTA, which provides convenient public transit service to Boston and Brockton.

Demographics

According to the *U.S. Census Bureau 2020 data*, Avon has 4,777 residents, which is an increase from 4,356 reported in the 2010 census. The Town's racial makeup is 63.6% White, 18.6% Black, 6.5% Latino, 4.9% Two or More, and 4.1% Asian.

U.S. Census, American 2021 Community Survey 5-year estimates data states that the median age of Avon residents is 36.9, which is about 10%



lower than the State average. Additionally, 17.9% of residents are aged 65 and older compared to the State at 18%. 21% of Avon residents are under 18 years. Of the Town's residents, 8.1% are veterans as compared to 4.3% Statewide.

The median annual household income in Avon is \$127,953, compared to the State median of \$89,026. 4.2% of residents live in poverty, which is lower than the State poverty average of 10.4%. Approximately 29.8% of Avon residents hold a bachelor's degree or higher and 34.1% a high school or equivalent degree.

There are 1,833 housing units in Avon with an 82.3% home ownership rate compared to the State average of 62.2%. The median value of an owner-occupied housing unit is \$396,000, which is about 90% of the State median value of \$424,700. The median gross rent in Avon is \$1,419 compared to \$1,957 in Norfolk County. Married couples comprise 61% of Avon's households.

² Town of Avon, MA website, [Avon, MA Board of Selectmen Notable Events](#), Accessed Dec. 18, 2023.



Of the Town's class of workers ages 16 and older, 68.2% are employed by a private company; 13.2% works for a local, state, or federal government agency; and 12.6% are not-for-profit wages and salary workers. The employment and labor rate for Avon is 73.4% compared to 66.3% across Norfolk County. Types of industries for the Avon civilian population are fairly evenly disbursed with the following being the most prevalent: education services, healthcare and social assistance at 27.7%; arts, entertainment, and recreation, and accommodation and food services at 10.7%; professional, scientific, and management, and administrative and waste management services at 9.9%; construction at 9.1%; manufacturing at 8.9%; and finance and insurance, and real estate and rental and leasing at 6.2%.³

Companies employing 100 to 499 workers in Avon are listed on the Mass.gov Department of Economic research (DER) web site as Design Communications Ltd., AAA Avon, Abbott Home Health Care Inc., Avon Public Schools, Costco Wholesale, Home Depot, PPG Aerospace, Roadsafe Traffic Systems Inc., Ruby Wines Inc., Walmart Supercenter, and Wrobel Engineering Co. Inc.

Government

Avon has an Open Town Meeting form of government with voters serving as the legislative body of the Town via Annual Town Meeting. Town Meeting is held yearly, according to By-law, on the First Tuesday in May; and Town Election is held each year on the second Tuesday



in April. Town government is comprised of a three-member Board of Selectmen that serves as the Town's Chief Executive Officers. Selectmen are elected to staggered three-year terms.

As stated on the Town website, the Selectmen issue warrants for Town Meetings and make recommendations on the warrant articles; initiate legislative policy by inserting articles in Town Meeting Warrants, and then implement the votes subsequently adopted. They approve Town administrative policies; review and set fiscal guidelines for the annual operating budget and make recommendations to Town Meeting on the same.

The Selectmen appoint most department heads, including the Town Administrator, as well as the majority of members serving on official boards and commissions. Further, the Board of Selectmen hire most Town employees; hold public hearings on important Town issues and periodic conferences with agencies under its jurisdiction and with community groups; represent the Town before the General Court and in all regional affairs; and enforce Town By-Laws and regulations. The Selectmen also serve

³ U.S. Census Bureau, Avon town, Norfolk, County, MA Community Profile, [Avon Community Profile Data and Demographics](#), Accessed dec. 18, 2023.



as the licensing board responsible for issuing and renewing licenses.

The Town Administrator serves as the Chief Administrative Officer for the Town and is responsible for all day-to-day operations of the Town that are under his authority. These responsibilities include implementation of all decisions of the Board of Selectmen; oversight and support for all general government departments; enforcement of Town By-laws, ordinances and Town Meeting actions; preparation, presentation and coordination of the annual budget and capital improvement program; and day-to-day administration of the Town's human resources and public relations functions.

Avon Town government also operates via numerous elected and appointed officials, boards, committees, and commissions including the Board of Assessors, Board of Health, Capital Planning Committee, Conservation Commission, Council on Aging, Finance Committee, Parks & Recreation Commission, Personnel Board, Planning Board, School Committee, Sewer Commission, and Zoning Board of Appeals.⁴

Public Schools



Avon Public Schools are comprised of Butler Elementary School, and the shared Avon Middle and Avon High School complex. Students may also attend Blue Hills Regional Technical School,



which is located in nearby Canton. The Avon School District is overseen by a five-member elected School Committee. In FY2023, approximately 731 students attended Avon Public Schools. The Public School's total operating budget for FY2024 is approximately \$11.6 million. Enrollment has stayed fairly steady from FY2014 through FY2023, with a small decrease in student population from 740 to 731 total students during the time period.

Finances

Avon is traditionally financially a conservative community. The FY2024 operating budget is approximately \$30 million, which represents a minimal decrease from the FY2023 operating budget of \$32 million. In FY2023, Free Cash was certified at \$1.79 million, which was 5.26% of the budget. As last reported to the Division of Local Services in FY2022, the Town had total outstanding debt in the amount of \$16.7 million, which was 1.8% of the budget. In FY2022, the Town's General Stabilization Fund was reported

⁴ Town of Avon, MA Website, [Avon, MA Government Web Page](#), Accessed Dec. 18, 2023.



to the Division of Local Services as \$2.9 million, which was 8.4% of the budget. Avon also reported a Special Purpose Stabilization Fund Balance of \$7.2 million (\$5.5 million was MBTE settlement and 1.7 was for Capital Project Stabilization), which was 21% of the budget. The Town's FY2023 municipal bond ratings from Moody's were Aa2, which was upgraded in 2019; and Standard & Poor's AA+. Both scores indicate a strong financial position and low debt burden. Avon had an FY2024 split tax rate of \$14.03

residential, \$27.84 commercial and industrial, and \$27.77 personal property (CIP) per \$1,000 valuation. This was a small increase over the previous year's tax rates of \$13.62 residential, \$27.00 commercial and industrial, and \$27.00 personal property. The average annual single family tax bill in FY2024 was \$6,307. Of the FY2024 total tax levy of approximately \$18.5 million, residential taxes comprised 43% and CIP 57%, which was very similar to the FY20233 tax levy distribution.⁵



⁵ Division of Local Services, MA Department of Revenue Website, [Town of Avon, MA Dashboard](#), Accessed Dec. 18, 2023.



GENERAL STATISTICS – *At A Glance*

DATE OF INCORPORATION:	February 21, 1888
TOTAL AREA-4.35 square miles	ALTITUDE: 280 feet above sea level
CONGRESSIONAL DISTRICT:	8th Congressional
STATE SENATORIAL DISTRICT:	Suffolk/Norfolk District
STATE REPRESENTATIVE DISTRICT:	Sixth Norfolk District
GOVERNOR’S COUNCIL DISTRICT:	Second District
FORM OF GOVERNMENT:	Open Town Meeting
ANNUAL TOWN ELECTION:	Second Tuesday in April
ANNUAL TOWN MEETING:	First Tuesday in May
REGISTERED VOTERS: 3523	POPULATION: 4541
COUNTY:	Norfolk
DISTRICT COURT:	Southern Norfolk-Stoughton

U.S.SENATORS:

Elizabeth Warren
JFK Federal Building
Boston, MA 02203

Edward J. Markey
JFK Federal Building
Boston, MA 02203

REPRESENTATIVE IN CONGRESS:

Stephen F. Lynch
55 G St
Boston, MA.

STATE SENATOR:

Michael D. Brady
24 Beacon Street
Boston, MA 02133

STATE REPRESENTATIVE:

William C. Galvin
24 Beacon Street
Boston, MA 02133

COUNCILLOR:

Robert L. Jubinville
487 Adams Street
Milton, MA 02186



Select Board Goals & Objectives / Budget Priorities

1.	Maintain a level service budget and develop a creative means to improve in all areas of municipal service.
2.	Pursue regional water supply and study wastewater solutions to make a recommendation to the Board in FY2025.
3.	Address building capital needs at the Library, Town Hall, and Council of Aging.
4.	Hire a new Fire Chief.
5.	Succession planning for a variety of key department heads and positions.

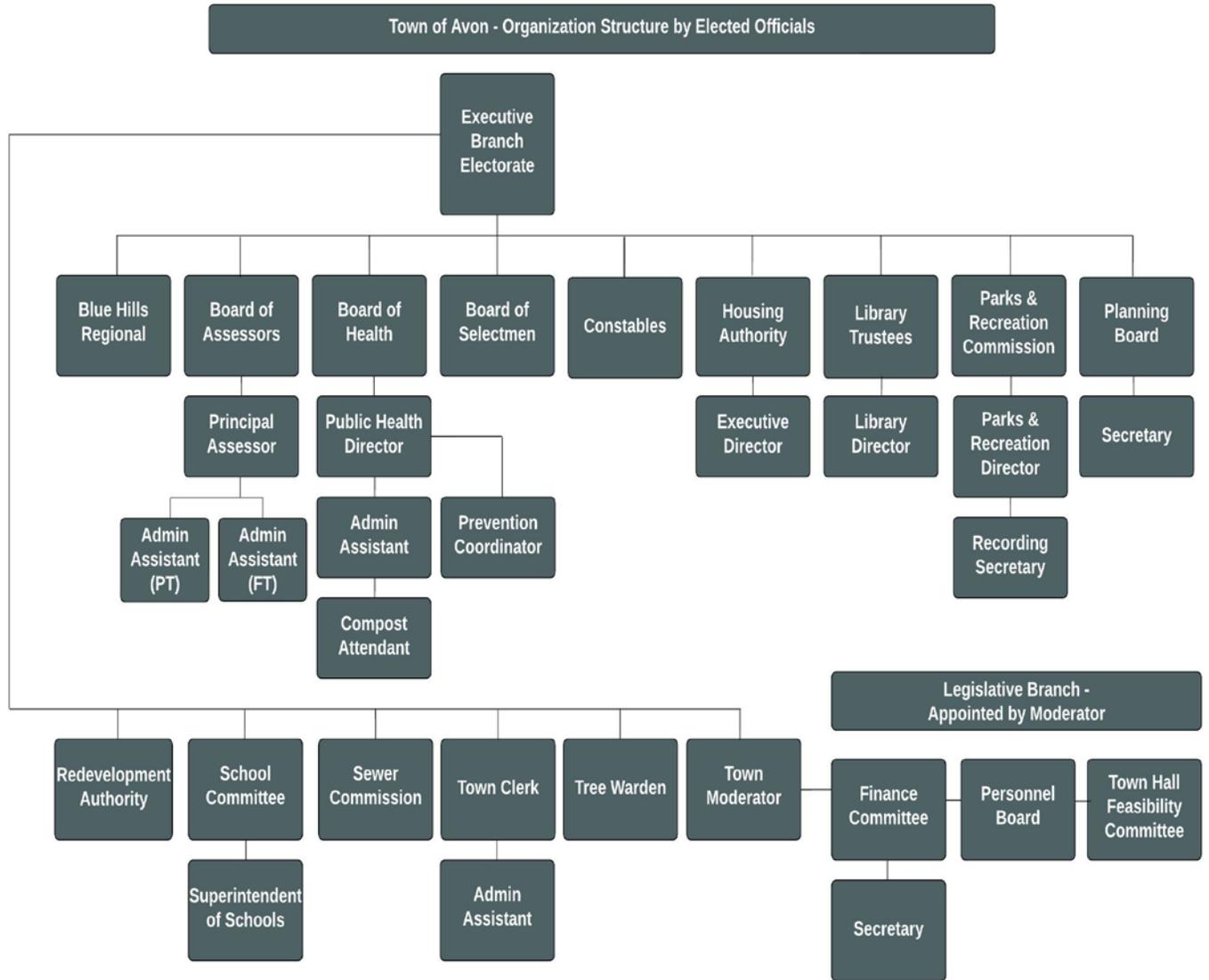
The FY2025 budget process allowed for individual department goals and objectives to be developed to ensure that long-term objectives that span beyond just the upcoming fiscal year are taken into consideration. Departments were engaged during the process and any new initiative or change to a line item were discussed in detail.





Town-Wide Organizational Chart

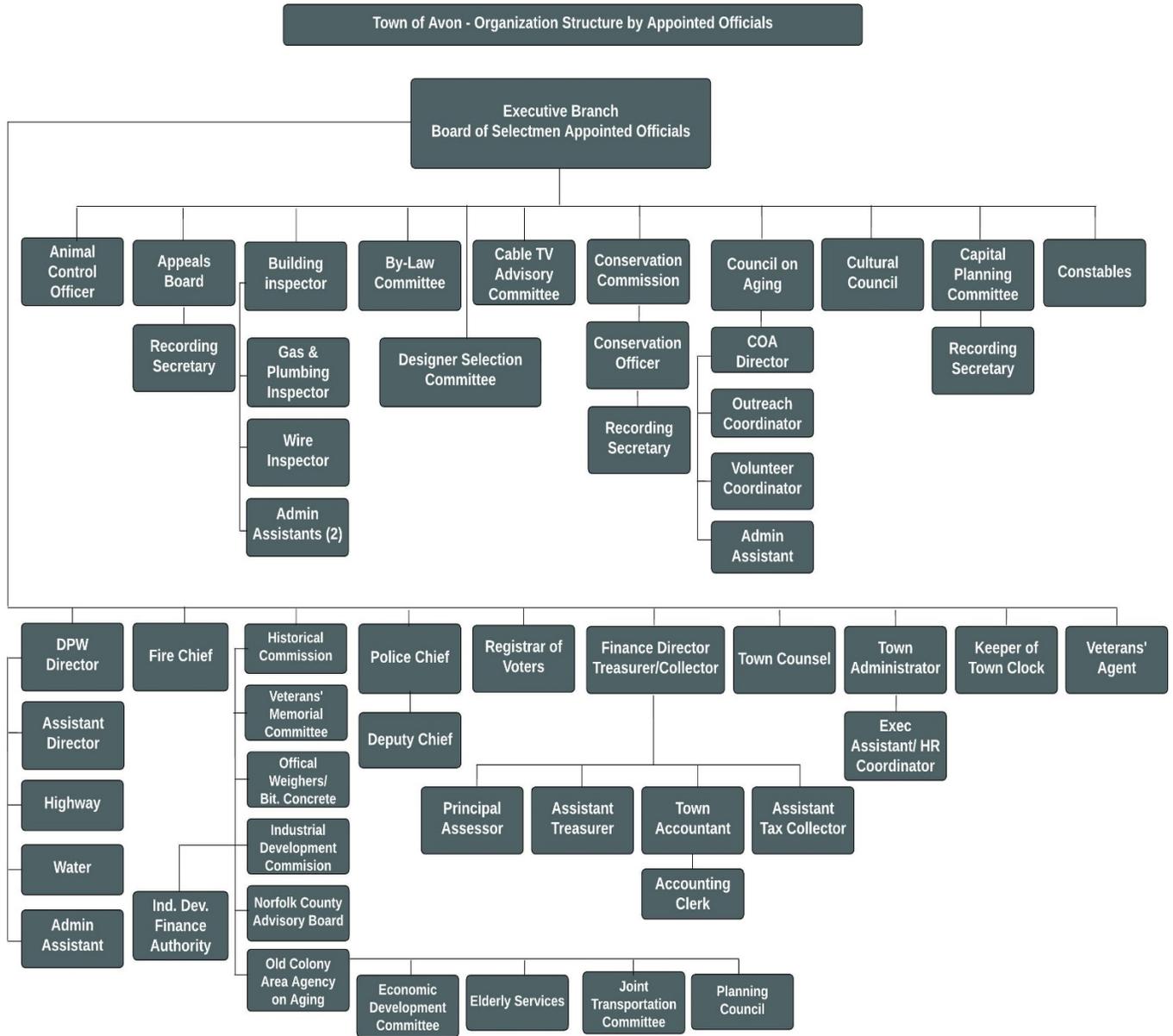
Elected Officials





Town-Wide Organizational Chart

Appointed Officials





Position Summary Schedule

FTE Positions – Fiscal Years 2023, 2024, and 2025 (Budget)

Department	FY 2023	FY 2024	FY 2025 Budget
Board of Health	2.5	2.5	2.5
Board of Assessors	1.0	1.5	1.5
Building Department	2.5	3.0	3.0
Planning Department	0.0	1.0	1.0
Town Clerk	2.5	3.0	3.0
Treasurer/Collector	3.0	3.0	3.0
Town Accountant	1.5	2.0	2.0
Town Administrator	2.0	2.0	2.0
Facility Manager	0.0	0.0	1.0
Department of Public Works	10.0	11.0	11.0
Council on Aging	4.5	4.5	4.5
Park & Recreation	.5	.5	.5
Library	10.0	10.0	10.0
Police Department	25.0	25.0	25.0
Fire Department	19.5	19.5	21.5
Total # of FTEs	Total # 84.5	Total # 88.5	Total # 91.5





Budget Process & Calendar

Process

As established by the town of Avon Financial Policies, approved in 2020, the Avon annual operating budget process is the responsibility of the Select Board, Town Administrator, Town Accountant, Board of Assessors' and Finance Committee working as a team. The annual budget, once prepared, will subsequently be presented at Town Meeting for the voters to adopt it as presented and/or make amendments to it.

The annual operating budget will be developed upon projected assumptions of available revenues as restricted by Proposition 2 ½. The budget ceiling is established by estimating revenues and the floor is created by fixed costs such as: debt service, state assessments, employee benefits and the requirements under the education reform law. The remaining portion of the revenue estimates is for discretionary spending on items such as Public Safety, Public Works, Human Services, Culture and Recreation, and other community services.

As required by Massachusetts General Law (M.G.L. c.44, §31 and M.G.L. c.59, §§ 21C-23), the recommended annual operating budget shall be balanced; that is, total recommended appropriations shall be supported by estimates of revenue equal to those appropriations. Recommended appropriations shall be realistically budgeted, and revenues shall be conservatively estimated. As a general rule, sources of estimated revenue shall be reasonably expected to recur annually to sustain recurring annual expenditures.

The document presenting the recommended annual budget shall include a presentation of estimated revenues and the assumptions underlying the estimates. The Town will seek to avoid using budgetary relief offered by statute or regulation that balances the budget at the expense of future years, such as amortizing deficits over multiple years. The Town shall maintain reserves for emergencies and other purposes and shall maintain liquidity sufficient to pay bills on time to preclude the need to borrow in anticipation of revenue.

The following procedures are followed in the development and presentation of the annual budget. The recommended annual operating budget – inclusive of general fund operations and enterprise fund operations – shall be the responsibility of the Finance Committee. Prior to the beginning of the budget process, the Town Administrator shall develop a calendar outlining the steps to be followed in the development of the budget and the proposed dates when they are scheduled to occur. The calendar shall be distributed to the Select Board and the Finance Committee for their review and comment. (See 2024 Annual Town Meeting Budget Calendar below).



The annual budget calendar shall include, but not be limited to, dates for the following:

- Presentation by the Town Administrator to a joint meeting of the Select Board and the Finance Committee on the status of the current year's budget, preliminary estimates of revenue for the ensuing fiscal year, and proposed budget guidelines to accompany instructions to Department Heads, Board and Committees for submittal of their operating budget requests for the ensuing fiscal year.
- Deadline for submittal to the Town Administrator of operating budget requests of Departments, Boards and Committees for the ensuing fiscal year.
- Presentation by the Town Administrator to the Finance Committee and Select Board of a multi-year revenue and expenditure forecast.
- Presentation by the Town Administrator to the Select Board of operating budget requests for the ensuing fiscal year for review and discussion.
- Transmittal to the Finance Committee by the Town Administrator, on behalf of the Select Board, of operating budget requests.
- Budget hearings by the Finance Committee on operating budget requests.
- Preparation by the Assessors of a new growth estimate on or about March 1st, which will inform the final budget figure for use in the Annual Budget Process.
- Joint Meeting of the Finance Committee and the Select Board to discuss - including final revenue estimates - the operating budget to be recommended by the Finance Committee to the Annual Town Meeting as well as other financial articles to be included in the Annual Town Meeting warrant (capital and non-capital financial articles).
- Preparation and transmittal of the Finance Committee's report to Town meeting on the recommended budget for the ensuing fiscal year.

Avon has an Open Town Meeting form of government. Registered voters are encouraged to attend through newspaper articles, website postings and various other means of communication. Town meeting participants appropriate funds for the operating budget. Any amendments to these appropriations require action at either a regular or a Special Town Meeting unless otherwise provided for by General Law. The Finance Committee gives Town Meeting participants explanations of the budget and all of the special article requests. The Select Board, Finance Committee, Town Administrator or appropriate board or committee member responds to questions about the budget.



Dates for Preparation for 2024 Annual Town Meeting

TUESDAY, SEPTEMBER 19, 2023	Capital requests TA communicates general directions/request form to Department Heads
THURSDAY, OCTOBER 12, 2023	Measurable goals and Budget guideline workshop. These goals and the budget guidelines message will then inform all departments associated goals and budgets.
OCTOBER 1 - NOVEMBER 1, 2023	TA meet with Department Heads to discuss Capital Requests
MONDAY, NOVEMBER 13, 2023	Tax Classification Hearing
END of OCTOBER 2023	BOS and FINCOMM solidify budget parameters/goals. TA communicates Budget guidelines, townwide goals, and general directions to Department Heads.
FRIDAY, DECEMBER 1, 2023	All Department budgets due TA submits Capital Budget to BOS
DECEMBER 2023	FINCOMM Liaisons to meet with Departments to review budgets and draft Capital Requests
THURSDAY, JANUARY 4, 2024	Town Administrator submits budget to BOS & FINCOMM.
JANUARY 4 - FEBRUARY 1, 2024	Budget workshop-Joint Meeting of Selectmen and FINCOMM.
THURSDAY, FEBRUARY 1, 2024	All budgets forwarded the BOS to the Finance Committee (§7-6, §72-1).
THURSDAY, FEBRUARY 8, 2024	Final date for inserting an article on the Annual Town Meeting Warrant shall be the second Thursday in February (§84-5 C). 2
FRIDAY, MARCH 1, 2024	BOS, SCHOOL COMMITTEE, FINCOMM meet to discuss any differences for Capital Recommendations. All budgets' numbers finalized.



WEDNESDAY, MARCH 13, 2024

The Selectmen shall prepare and print the Annual Town Meeting Warrant and deliver such Warrant to the Finance Committee no later than the second Wednesday in March (§84-5 E).

TUESDAY, APRIL 2, 2024

Post warrant for Annual Town Election and Annual Town Meeting.

TUESDAY, MAY 7, 2024

Annual Town Meeting shall be held on the first Tuesday in May (§84-1)

TUESDAY, APRIL 30, 2024

The Finance Committee report shall be distributed to each dwelling within the town not less than (7) seven days prior to the annual town meeting and posted in not less than (7) seven public places including the post office. (§7-8)

ANNUAL TOWN REPORT

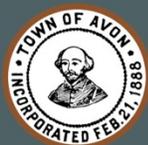
THURSDAY, FEBRUARY 1, 2024

All reports for the Annual Town Report must be submitted to the Board of Selectmen (§72-1)
Hard copy and by e-mail.

TUESDAY, APRIL 9, 2024—ANNUAL TOWN ELECTION

TUESDAY, MAY 7, 2024—ANNUAL TOWN MEETING

Boards, Committees & Commissions Annual Report Letters



TOWN OF
AVON
MASSACHUSETTS



Elected Officials

2023 - 2024

OFFICE	NAME
SELECT BOARD	Eric Scott Beckerman Shannon M. Coffey Jason L. Suzor Sr.
ASSESSORS	Warren B. Lane Sammy "K" Jonathon D. Madore
MODERATOR	Frank P. Staffier
BOARD OF HEALTH	Jeffrey A. Tibnam Robert A. Ogilvie Ralph A Jensen Jr.
PLANNING BOARD	Vacancy Robert Pillarella Charles P. Comeau Tracy Self Jason L. Suzor Jr.
SCHOOL COMMITTEE	Anne J. Hagberg Paul H. Chapman Claudia Lael Lucia Tracy Hutchinson Sheehan Maria D. Piccirilli
TOWN CLERK	Patricia C. Bessette
BLUE HILLS REGIONAL	Francis J Fistori
LIBRARY TRUSTEES	Nancy Puckett Charles Comeau Paul Chute
CONSTABLES	Frank P. Staffier Sean Bastis



HOUSING AUTHORITY

Kevin M. Edwards
Gary J. Qualter
M. Janet Self Jensen
Judith J Laniewski
State Vacancy

TREE WARDEN

Charles J. Guilbault

PARK AND REC.

Jocelyn Lyons
Matthew Joseph Ferro
Daniel M. Hart
Lori Jean Fisher
Benjamin Paul Chapman

SEWER COMMISSION

Jason L. Suzor Jr.
Charles P. Comeau
Robert L. Pillarella

REDEV. AUTHORITY

Matthew Joseph Ferro
Vacancy
Vacancy
Paul Michael Garcia
State Vacancy



Appointed Officials

2023 - 2024

OFFICE	TERM
APPEALS BOARD	
Gerald E. Picardi	2024
Jeffrey Tibnam	2026
Peter Crone	2027
Kevin J. Foster	2027
Charles Comeau	2028
ALT:	
Carl S. Walker III	2024
Edward Mekjian	2025
ASSISTANT TOWN TREASURER	
Terry Hickey	2025
ASSISTANT TAX COLLECTOR	
MJ Spagone	2024
AVON CULTURAL COUNCIL	
Joanne Grenham	2024
Karen Johnson (ex officio member)	2024
Patricia Bessette	2025
Shanna Faro	2025
Jennifer Baker	2026
Paul Garcia	2026
Tania Lamour	2026
Anne Romain-Jean	2026
BUILDING INSPECTOR	
Robert Borden	Contract
ALT:	
Charles Comeau	2024
DESIGNER SELECTION COMMITTEE (BY SELECTMEN)	
Charles Comeau	
Elaine Dombrosky	
Timothy Flanigan	
Tracy Self	
Jason Suzor	
Alex Sinclair	



BY-LAW COMMITTEE

Vacancy	2024
Vacancy	2024
Vacancy	2025
Vacancy	2026
Vacancy	2026

CABLE TV ADVISORY COMMITTEE

Warren B. Lane	2024
Vacancy	2024
Gary Erickson	2024
Karen Johnson	2024
Tracey Pavao	2024

CAPITAL PLANNING COMMITTEE

Carl S. Walker III	2026
Vacancy	2024
Vacancy	2024
Vacancy	2025
Vacancy	2025
Vacancy	2026
Vacancy	2026

CONSERVATION COMMISSION

Vacancy	2024
Paul Garcia	2025
Edward Mekjain	2025
Christopher Canducci	2026
Vacancy	2026

COUNCIL ON AGING

Joanne Grenham	2024
Karen Johnson	2024
Ed Selman	2024
Linda Chute	2025
Jean Kopke	2025
Deborah Greene	2026
Nancy Puckett	2026

FENCE VIEWER

Robert Borden	2024
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FINANCE COMMITTEE (BY MODERATOR)

James Norian	2024
Daniel Norian	2024
Derek Staffier	2025
Janet Shaw	2025
Jarrett Beeley	2025
Paul Smith	2026
Suzzette Waters	2026



FIRE CHIEF

Kevin Partridge

Contract

CONSTABLES

David DiCenso

Dec. 31, 2024

9 Lydon Lane, Unit C-1 Halifax, MA 02338

Adam Loomis

Dec. 31, 2024

PO Box 339 Weymouth, MA 02188

Harold March

Dec. 31, 2024

10 Seminole Way Canton, MA 02021

Matthew Pauliks

Dec. 31, 2024

83 Pickens St., Lakeville, MA 02347

PLUMBING INSPECTOR

Alexander Campbell

2024

ALT:

Brian Campbell

2024

GAS INSPECTOR

Alexander Campbell

2024

ALT:

Brian Campbell

2024

BOARD OF HEALTH-REGISTERED SANITARIAN/HEALTH AGENT

Kathleen Waldron

Contract

HISTORICAL COMMISSION

Matthew J. Ferro

2024

Warren B. Lane

2024

Karen Johnson

2025

Tracey Pavao

2025

Priscilla Whittall

2025

Linda Chute

2026

Paul Chute

2026

Eric Ficarra

2026

AJ Coffey

2026

Steven Merrill

2026

INDUSTRIAL DEVELOPMENT COMMISSION

Vacancy

2024

Vacancy

2024

Vacancy

2025

Vacancy

2026

Vacancy

2026



INDUSTRIAL DEVELOPMENT FINANCE AUTHORITY

Gerald Picardi	2024
Tania Lamour	2024
Vacancy	2025
Vacancy	2026
Vacancy	2026

OFFICIAL WEIGHERS/BITUMINOUS CONCRETE

Terry Edwards	2024
Kevin Edwards	2024
Kyle Foley	2024
Stephen Edwards	2024
Edward Doherty	2024
Albert Weigel	2024
Jonathan Krabisch	2024

LIBRARIAN

Elise Laforge	Contract
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NORFOLK COUNTY ADVISORY BOARD

Eric Beckerman	2026
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OLD COLONY PLANNING COUNCIL

Frank Staffier	2025
John J. Costa, Jr (Alternate)	2026

OLD COLONY ELDERLY SERVICES

Jane Carthas	2025
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OLD COLONY AREA AGENCY ON AGING

Jane Carthas	2024
Nancy Puckett	2025

OLD COLONY ECONOMIC DEVELOPMENT COMMITTEE

Vacancy	2025
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OLD COLONY JOINT TRANSPORTATION COMMITTEE

Vacancy	Contract
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PERSONNEL BOARD (BY MODERATOR)

Vacancy
Vacancy
Vacancy

POLICE CHIEF

Jeffrey Bukunt	Contract
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REGISTRAR OF VOTERS

Michael G. Lawler (D) 2024
Kevin Mooney (D) 2025
Julie Tallent (R) 2026
Clerk: Patricia C. Bessette 2024

SUPERINTENDENT OF SCHOOLS

Christine Godino Contract

FINANCE DIRECTOR/TOWN TREASURER/COLLECTOR

Debra Morin Contract

TOWN ACCOUNTANT

Terry Provencal Contract

KEEPER OF THE TOWN CLOCK

Paul C. Barker 2024

TOWN PLANNER

Richard Jordan Contract

TOWN COUNSEL

Joseph Lalli 2024

TOWN HALL FEASIBILITY COMMITTEE (BY MODERATOR)

Jennifer Baker
Patricia Bessette
Charles Comeau
Edward Mekjian
Shannon Sabree
Judith Leggett
Robert Sheehan

VETERAN'S AGENT

Vinnie Fountaine Contract

VETERAN'S MEMORIAL COMMITTEE

Paul Chute
Francis A. Hegarty
Michael Stanley
Philip J. Tortorella

DIRECTOR OF DEPARTMENT OF PUBLIC WORKS

Brian Martin Contract

WIRE INSPECTOR

Dennis T. Collum 2024

ALT:

Brian Collum 2024



Conservation Commission Annual Report

To the Residents of Avon:

The Avon Conservation Commission is a volunteer board responsible for the administration of the Wetlands Protection Act (310 CMR10) in cooperation with the Massachusetts Department of Environmental Protection. The Conservation Commission was established by M.G.L.c.40 §8, which established a public review and decision-making process for activities that may affect wetlands, water resources and adjoining land areas. The Commission consist of five members, that are appointed by the Select Board. There are currently two vacancies on the Commission. If you are interested, please send a letter of interest to the Select Board. The Commission would like to thank Joe Dunn, who works in the Conservation/ZBA office in Randolph as the agent/administrator, he has been assisting Avon with filings with DEP and assisting with hearings.

2023 consisted mainly of septic repairs and vegetation maintenance. The Commission worked with other boards and committees on Joanna Estates, Brave Estates, Central St. sidewalk project.

In December, we increased permit fees to be in line with the surrounding communities. With the addition of a Town Planner, the Commission has been working closer to look at grant opportunities for conservation land, improvement to DW Field Park and other initiatives.

In closing, the Conservation Commission would like to thank all residents and departments of the Town for their cooperation, support, and interest in conserving their water, land and other natural resources.

Respectfully submitted,

Paul Garcia, Chair
Edward Mekjian
Christopher Canducci



Cultural Council Report

The Avon Cultural Council is proud to submit the report of the Avon Cultural Council for 2023. The function of the Avon Cultural Council is to make available state funds for programs promoting the arts, humanities, and interpretive sciences. Our goal is to encourage and maintain a variety of cultural and entertaining programs to all residents of Avon. The Avon Cultural Council has been awarded \$5,500 for FY 24 in support of the following programs, in addition to unused funds from the prior year the total granted was \$11,350.96.

Avon Civic Association:

Summer Concert Series 2024 \$1,200

Avon Council on Aging:

Senior Entertainment \$1,000

Avon Middle High School:

Student Matinee: Huntington Theatre Company \$375

Avon Public Library:

Mobile Library Computers \$1,500

Boy Scouts of America Troop 13:

Free library \$1,000

Fuller Craft Museum:

Crafts for Kids \$350

Francis Hart:

The "Beat Generation"- A Cultural Review of the 1950's Music \$350

Music Dance:

Hip Hop Chair Dance for Seniors \$500

Butler School:

Curious Creatures \$400

Capron Park Zoo \$500

Planetarium at the Boston Museum of Science \$700

New England Aquarium \$700

Plimoth Plantation \$1,100

Harvard Natural History Museum \$650

Boston Museum of Science \$650

Matt York:

Songs and Stories: Willie Nelson \$350

The Council would like to thank the Select Board and the Citizens of Avon for their continued support.

Respectfully submitted,

Patricia Bessette, Chair

Tania Lamour, Vice Chair

Paul Garcia, Clerk

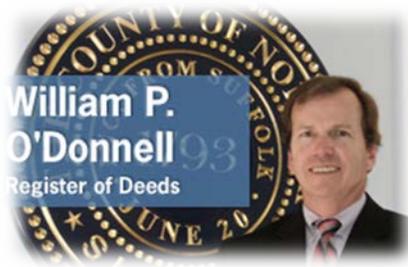
Jennifer Baker

Shanna Faro

Joanne Grenham

Karen Johnson (ex officio member)

Anne Romain- Jean



Norfolk County Registry of Deeds Annual Report

This year saw some significant milestones and achievements for the Norfolk County Registry of Deeds. We were proud to release our third volume of Notable Lands Records, titled “We Remember Our Veterans,” in honor of the veterans of Norfolk County. Also, The Registry, in partnership with Quincy Access Television, achieved national recognition by winning the “Best of Experimental Access Center Professional” award at the 2023 Hometown Media Awards.

The release of the “We Remember Our Veterans” booklet was commemorated with an open house with keynote speaker Secretary of Veteran Service Jon Santiago. The third edition of Notable Lands Records is a tribute to the brave men and women of Norfolk County, from the Revolutionary War to present-day peacekeepers. The booklet features detailed stories of veterans all throughout the 28 communities that make up Norfolk County, including Private William R. Davis from **Avon**.

The “Best of Experimental Access Center Professional” award is given to individuals or teams who have demonstrated exceptional creativity, innovation, and impact in their work and was presented by the Alliance for Community Media Foundation for the segment “History Comes Alive, Norwood Town Hall,” an extension of a History Comes Alive land record project at the Norfolk County Registry of Deeds.

The Registry operates under my supervision and management as the elected Register. I have held the position since 2002. In continuous operation for nearly two hundred and twenty-four years, dating back to President George Washington’s administration, the Registry’s mission has remained the same: to maintain and provide for accurate, reliable, and accessible land records to all residents and businesses of Norfolk County. The modernization initiatives implemented during my administration have created a sound business operation oriented toward quality customer service at the Norfolk Registry of Deeds.

2023 Norfolk County Registry of Deeds Achievements

- The Registry of Deeds Customer Service and Copy Center continues to provide residents and businesses with quality service. These requests included the filing of Homesteads, accessing deeds, verifying recorded property documents and assisting those in need of obtaining a mortgage discharge notice. Customers can contact the Customer Service and Copy Center at 781-461-6101, Monday through Friday, between the hours of 8:30AM to 4:30PM.
- In calendar year 2023, ***the Registry collected approximately \$51.2 million dollars in revenue.*** Out of that money, more than \$45.7 million was apportioned to the Commonwealth and more than \$5.4 million was disbursed to Norfolk County in the form of deeds excise taxes and recording fees and surcharges. Of that money in accordance with M.G.L. Ch. 64D Sect. 12(a) not less than 40 per cent shall be disbursed and expended for the automation,

modernization and operation of the registries of deeds. There was collected \$4,363,400 pursuant to the Community Preservation Act (CPA).

The Registry of Deeds continues to address legislative issues to benefit consumers. In 2023, we will continue to advocate for filed legislation that accomplish mortgage transparency by requiring mortgage assignments be recorded at the appropriate Registry of Deeds in a timely manner.

- This year saw a record number of electronic recording filers, ***approximately 2,750***. The Registry recorded more than ***74,500 documents electronically***, accounting for nearly 80% of all recorded land records.
- Norfolk Registry of Deeds was the first registry in Massachusetts to electronically record registered land documents. This started in the Land Court section of the Registry of Deeds in 2017 and was crucial in remaining operational during the coronavirus pandemic. Initially, the percentage of registered land documents recorded electronically was 15%. The percentage of registered land documents recorded via electronic recording has now grown to over 73%. This technology alone brought in close to \$44 million.
- In 2023, we shelved Registry of Deeds Book 41575. At the end of 2023, we were processing the documents for Book 41583. These books house land records dating back to 1793 and are available for public research. For the sake of security and redundancy, we store our documents in three different ways: hard copy, electronically, and by microfiche.
- In calendar year 2023, the Registry processed nearly ***9,700 Homestead applications***. The law, Mass General Law Chapter 188, provides limited protection of one's primary residence against unsecured creditor claims.
- The internet library of images, accessible to the public through the Registry of Deeds' online research system at www.norfolkdeeds.org continues to expand. Today, all documents dating back to the first ones recorded in 1793 are available for viewing.
- Our website includes a genealogy page and a section highlighting land records of notable people – United States Presidents, military heroes, noted authors, and leaders in their fields of education, the environment, and the law.
- The Registry's website www.norfolkdeeds.org routinely updates the public on such news as real estate statistics, answers to frequently asked questions, along with detailing of our consumer programs. Additionally, we also write a monthly column for various Norfolk County newspapers and their online websites. We also distribute a weekly press release to alert residents of the latest happenings as well as to remind them of our consumer services.
- The Registry's free Consumer Notification Service allows any county resident to opt in to this free notification service and be alerted when any land document – fraudulent or otherwise – is recorded against their name. Over 2,000 Norfolk County residents have signed up for this free service. For more information, please see our website at: www.norfolkdeeds.org.

- In 2023 we continued our partnerships with, among others, Interfaith Social Services of Quincy, Father Bill's & MainSpring of Quincy, the Veterans Affairs Boston Healthcare System Voluntary Service Program, Circle of Hope in Needham, United Parish's Thrifty Threads, St. Vincent de Paul in Plainville, St. Francis House in Boston, Suits and Smiles in Jamaica Plain, InnerCity Weightlifting and New Life Furniture Bank of Massachusetts in Walpole to assist those who are in need of clothing as well as household items. Our Annual Holiday Food Drive continues to support several food pantries in Norfolk County and our Christmas Toys for Tots campaign in partnership with the United States Marine Corps. was again a success.

Avon Real Estate Activity Report

January 1, 2023 – December 31, 2023

During 2023, **Avon** real estate activity saw a decrease in the total number of deeds and number of mortgages recorded. There was a significant decrease in the number of documents recorded at the Norfolk County Registry of Deeds for **Avon** in 2023; a decrease of 320 documents from 1,057 to 737.

The total volume of real estate sales in **Avon** during 2023 was \$137,498,468, a 147% increase from 2022. The average sale price of homes and commercial property remained steady decreasing only \$900 in **Avon**. The average sale price was \$661,515. The average sale price was adjusted to prevent a high value property, over \$40 million, from skewing the average.

The number of mortgages recorded (119) on **Avon** properties in 2023 was down 46% from the previous year. Also, total mortgage indebtedness decreased 80% to \$54,819,873 during the same period.

There were 2 foreclosure deeds filed in **Avon** during 2023, the same number recorded the previous year. The total number of notices to foreclose was 8, equal to the number last year.

Homestead activity decreased by 24% in **Avon** during 2023, with 62 homesteads filed compared to 82 in 2022.

Finally, our objective at the Registry will always be to maintain, secure, accurate, and accessible land records for the residents and businesses of Norfolk County. It is a privilege to serve you.

Respectfully submitted by,



William P. O'Donnell
Norfolk County Register of Deeds
649 High Street, Dedham, MA 02026



Avon

2023 Report of the Norfolk County Mosquito Control District

NCMCD operations apply an Integrated Pest Management (IPM) approach to mosquito control that is rational, environmentally sensitive, and cost effective.

Surveillance

NCMCD is engaged in an intensive monitoring process through weekly field collections and data analysis in collaboration with the Massachusetts Department of Public Health (MDPH) to detect for disease-vectoring mosquitoes. Virus isolations assist us in focusing our surveillance to areas of concern, thereby allowing us to alert nearby towns of a potential epidemic. Public requests for service alert us to high numbers of nuisance mosquitoes.

Virus Isolations in the town:	15 samples submitted, no isolations in 2023
Requests for service:	30

Water Management/Source Reduction

The NCMCD reduces the potential for larval mosquito development through a variety of methods under this category. Our Freshwater Water Management Program includes Ditch & Pond Maintenance, as well as Culvert Area Clearing conducted to improve water quality and increase water flow.

Tire casing collection is a growing service in which we remove and recycle off rim tires in order to eliminate this source of potential larval mosquito development.

Culverts cleared	0 culverts
Drainage ditches checked/hand cleaned	6,680 feet
Intensive hand clean/brushing*	1,500 feet
Mechanical water management	0 feet
Tires collected	10

* *Combination of brush cutting and clearing of severely degraded drainage systems or streams by hand.*

Larval Control

When mosquito larval habitat management is not possible, larval mosquito abatement is the most environmentally friendly and effective method of mosquito control. An intensive monitoring program, aides in our decision to effectively target culprit locations.

Spring aerial larvicide applications (April)	96.2 acres
Larval control - briquette & granular applications by hand	5.2 acres
Rain basin treatments – briquettes by hand (West Nile virus control)	643 basins
Abandoned/unopened pool or other manmade structures treated	0

Adult Control

Adult mosquito control is necessary when public health and/or quality of life is threatened either by disease agents, overwhelming populations, or both. Our surveillance program, along with service request data and state of the art GPS and computer equipment, allows us to focus our treatments to targeted areas.

Adult aerosol ultra-low volume (ULV) applications from trucks	1,035 acres
Barrier applications on municipal property	5 applications, total of 36 gallons mix

Respectfully submitted,

David A. Lawson, Director



Old Colony Planning Council (OCPC) Annual Report

To the Honorable members of the Board of Selectmen and the residents of the Town of Avon.

As your representatives to the Old Colony Planning Council (OCPC), we are pleased to present this report on behalf of the Council for 2023.

The Old Colony Planning Council was established in 1967 by state statute and is authorized to prepare plans for the physical, social, and economic development of the seventeen-member district. OCPC is designated as; an Economic Development District by the U.S. Department of Commerce for the coordination of regional economic development activities, and the Area Agency on Aging (AAA) by the Executive Office of Elder Affairs to plan, manage and coordinate elder services in a twenty-three-community service area. OCPC is the designated staff of the Old Colony Metropolitan Planning Organization (OCMPO) to plan and program transportation and transit improvements for the region.

In addition to the above-designated responsibilities, the Council also assists its member municipalities with technical planning, grant application preparation and current local and regional socioeconomic information. Learn more about OCPC in our [2022-2023 Annual Report here](#).

Our Mission

At Old Colony Planning Council, we assist cities and towns in planning for present and future needs, utilizing our local knowledge, technical expertise, and regional collaboration.

Our Vision

Our vision is that communities in the Old Colony region are:

- **Resilient**, using social, economic, and environmental resources to respond to, withstand, and recover from adverse situations brought about by natural disasters or economic downturns.
- **Sustainable**, the needs of all people and the natural environment are met now without compromising the ability to meet those needs in the future.
- **Equitable**, social, economic, and environmental opportunities exist for all.
- **Connected**, everyone has accessible, affordable, and sustainable mobility choices.
- **Responsive**, planning efforts are inclusive and reflect the diverse needs of all.
- **Collaborative**, cooperating regionally to tackle common challenges.

Our Organizational Values

PLANNING FOR ALL

We strive to be fair, impartial, inclusive, and transparent in all we do. Celebrating diversity, we prioritize engaging those who may be underrepresented in planning efforts. We aim for authentic, empowered public participation.

THINKING AHEAD

We look to the future as we help address challenges and seize opportunities across the region. Whether it is a time-tested solution or innovative new approach, communities rely on our technical expertise and local knowledge to help develop solutions.

PARTNERING WITH COMMUNITIES

We highly value our partnership with the communities in our region. We are responsive to their needs and seek to facilitate regional cooperation and collaboration on shared issues within our region and with our neighboring regions.

SERVING WITH DEDICATION

We are passionate about the work we do in service to our communities, and we strive for excellence as we do it. We are motivated to help our region excel socially, economically, and environmentally.

OCPC Area Agency on Aging Department Contributions:

During the past year, with assistance and guidance from community advisory committee members, the **Old Colony Area Agency on Aging (AAA)** continued ongoing administration of Older Americans Act and other Federal and State funding for older adult services in our region. In the federal fiscal year 2023, the AAA funded over \$2 million in services to adults aged 60 and over and adults with disabilities. This funding occurred mainly through collaborations with community partner service providers such as Old Colony Elder Services, South Coastal Counties Legal Services, local Councils on Aging, and other private non-profit organizations to fund programs and services for Nutrition, Legal Assistance, Transportation, and Family Caregiving for more than 100,000 people in the region.

We are now over half-way through the latest version of the OCPC-AAA's Area Plan on Aging. The Area Plan on Aging is a blueprint of priorities for older adult services established by federal, state, and local authorities, covering federal fiscal years 2022 to 2025. The Area Plan, which includes a link to the Old Colony Regional Elder Needs Assessment survey, can be found here: <https://oldcolonyplanning.org/aaa/>.

The **OCPC-AAA Ombudsman Program** continued to provide coverage to Assisted Living Residences (ALR's) and to Long-Term Care (LTC) homes. During fiscal year 2023, the OCPC-AAA Ombudsman program was one of only four organizations across the Commonwealth, which also hosted Ombudsman services for Assisted Living Residences (ALRs). The ALR Program Director now visits quarterly over 60 ALR's, including those in our OCPC catchment, those from the Cape and the Islands, and the Bristol, Coastline, and Hessco areas in southeastern Massachusetts. In 2023, the LTC Ombudsman program reported gradual increases in visitation, but has still not returned to meeting its requirement of a visit at least every other week, with the on-going goal of weekly visits. There continue to be on-going pauses to the weekly visits due to COVID re-visiting the homes. There are currently 28 LTC homes in the OCPC catchment area.

OCPC Transportation Department Contributions:

The Transportation Department prepared numerous reports and studies for the Town of Halifax and Region, including the **FFY 2024-2028 Old Colony Transportation Improvement Program (TIP)**, which serves as a prioritized listing of highway, bridge, and transit projects for implementation during the next five (5) federal fiscal years that reflect the needs of the regional transportation system. Funding for the implementation and construction of the following project in Avon is included in the TIP:

- \$4,050,000 for the Intersection Improvements at Route 28, Spring Street and Harrison Boulevard Project

Also prepared, was the **FFY 2024 Old Colony Unified Planning Work Program (UPWP)** which is a one-year budget and planning document that lists the research projects, funds technical assistance, and other activities the transportation staff will undertake over the upcoming federal fiscal year (FFY). These projects provide insight and recommendations to our municipal and regional partners, generate new data, and help shape concepts for the region's transportation future.

A **Road Safety Audit (RSA) for South Street** was conducted, which is a formal evaluation of a roadway segment or intersection by an independent, multi-disciplinary team to identify specific safety recommendations. The RSA team identifies safety risks using many different information sources such as crash data, maintenance logs, interviews of roadway authorities, public testimony, and multiple field observations.

Three (3) locations in Avon had 48-hour automatic traffic recorder vehicle counts (vehicle volumes, vehicle speeds, and vehicle classifications) conducted. From this data, estimates of the number, speed, and type of vehicles that traveled each segment of road and daily vehicle miles traveled for specific groups of facilities and vehicle types are calculated.

The policy and visioning plan of the Old Colony Metropolitan Planning organization (MPO), **2050 Long Range Transportation Plan (LRTP)**, was prepared. This plan results from regional and statewide collaboration and consensus on a region's transportation system and serves as the defining vision for the region. The document also contains a financial plan or budget which guides and shapes the actions an MPO undertakes as they fulfill the region's visions and objectives. This 20-year transportation vision document is updated every four years by the MPO.

Additionally, the **2023 Coordinated Human Services Transportation (CHST) Plan** was developed. The CHST Plan identifies unmet service needs and provides strategies to meet those needs, and coordinates with known transportation service providers in the region to document and address said needs. The CHST Plan also identifies and addresses the needs of public transportation/ transit providers in the Old Colony Region, including fixed-route bus service, paratransit service, commuter bus, and taxi companies. Transportation projects seeking 5310 federal funding must be consistent with the CHST Plan. In addition to federal funding grants (5310, 5307, and 5311), MassDOT has a Community Transit Grant Program for transportation providers to apply for funds for operating, mobility management, and accessible vehicles projects.

OCPC GIS Department Contributions:

The GIS department completed an analysis of the town's subsidizing housing inventory to determine their eligibility for a safe harbor provision. The department also prepared maps of the past three years of data collection (Automated Traffic Recordings (ATRs) and Turning Movement Counts (TMCs) and Local Technical Assistance projects.

OCPC Comprehensive Planning and Sustainability Department Contributions

Within Comprehensive Planning and Sustainability (CP&S), our goal is to create a welcoming sense of place with diverse housing options, connectivity, vibrant spaces, amenities, and jobs that support a robust economy. The divisional department does this through technical assistance to our member communities through the District Local Technical Assistance (DLTA) program. This competitive grant program requires a cash investment from the community to complete projects within the focus area. Projects can include Comprehensive Master Planning, Housing Production Plans, MBTA Communities compliance, Age & Dementia Friendly Action Plans, Facilitation and Public Engagement, Grant Assistance and Project Management, Hazard Mitigation and Municipal Vulnerability, Open Space and Recreation Plans, Climate Action Planning, and Zoning and Land Use Technical Assistance. Our mission is to meet the current needs of all people and the natural environment without compromising the ability to meet future needs.

This past year, CP&S worked with all 17 communities on an ***Economic Development Administration Regional Water Plan*** being developed for the Old Colony Economic Development District to develop a regional plan to address Old Colony's sustainable, economically resilient public water supplies. This plan will help ensure municipalities and the region have affordable, safe, plentiful, and ecologically sustainable water supplies for generations. All regional municipalities and the largest chambers of commerce, watershed associations, and other stakeholders support this collaborative initiative. Solutions to address the sustainability of public water supply systems will be identified, including infrastructural improvements, and implementing good water management practices. In particular, the study will focus on solutions that help ensure affordable public water supply and ecological resilience. A steering committee of representatives from municipalities, watershed associations, chambers of commerce, the business community, the public, and others will help guide the two-year process.

OCPC has been working through a grant from the ***Narragansett Bay Estuary Program*** to advance projects that contribute to protecting water quality and wildlife and improving quality of life. Communities served by this grant may include one or more of the following within the OCPC and Narragansett Bay regions: Abington, **Avon**,

Bridgewater, Brockton, East Bridgewater, Easton, Halifax, Hanson, Pembroke, Plympton, Stoughton, West Bridgewater, and Whitman. The department continues to work on this project.

OCPC Economic Development Department Contributions

The Economic Development Department worked closely with Comprehensive Planning and Sustainability to secure a \$470,000 **Economic Development Administration (EDA)** funding match for the **District-wide Regional Water Study**, see Comprehensive Planning and Sustainability section for more details on the Regional Water Study.

In August, OCPC received a **\$500,000 Environmental Protection Agency (EPA) Brownfield Site Assessment Grant** that initially included the communities of Hanson, Easton, East Bridgewater, and Whitman but this assistance is available **region-wide** to all communities in OCPC's district. The grant includes brownfield site assessment and planning for future cleanup and redevelopment over a 4-yr project schedule.

OCPC received the second year of a 3-year funding cycle for the **EDA Annual Planning Grant** that provides economic development planning, project development, and other TA assistance to all the communities in the OCPC District. The grant essentially allows OCPC to implement the Comprehensive Economic Development Strategy (CEDS), the region's economic development plan benefiting all seventeen communities in the District, including the Town of Avon.

For more information regarding any of these projects contact Don Sullivan at dsullivan@ocpcrpa.org or Nick Giaquinto at ngiaquinto@ocpcrpa.org.

OCPC Community Septic Management Program Contributions:

The Town of Avon, through its partnership with Old Colony Planning Council, completed three septic system replacements for Avon residents in 2023, issuing a total of just over \$130,000 in total funds with those three projects. Avon started utilizing the Community Septic Management Program in the early 2010s, allowing residents who own properties with a failed Title 5 to apply for financial assistance to repair or replace their septic system. Dating back to 2014, the Town of Avon has completed 22 septic system repairs/replacements through the Community Septic Management Program.

One delegate and one alternate member represent each member community of the Council. The Council members establish policy, develop the work program, and employ and oversee the activities of the professional staff. The Council meets on the last Wednesday of each month at 6:00 PM in the OCPC offices located at 70 School Street, Brockton, MA. Our website is www.oldcolonyplanning.org. In 2023, the Council elected Rebecca Coletta of Pembroke as Council President; Christine Joy of Plympton as Council Treasurer; and Eldon Moreira of West Bridgewater as Council Secretary. Mary Waldron serves as Executive Director of the Council.

The Council gratefully acknowledges the generous support and cooperation of its member communities and the participation and involvement of the many individuals who participate as members of committees. Special thanks to the Joint Transportation Committee (JTC) Chair Noreen O'Toole and Vice-Chair Daniel Salvucci; Comprehensive Economic Development Strategy Committee (CEDS) Chairs Maryellen Brett and, John Murray, and the Area Agency on Aging Advisory Committee Chair Emily Williams for their commitment, dedication, and leadership during the past year. The Council also recognizes the work of local boards and commissions and the government agencies, public and private institutions and individuals who assisted the Council in its efforts.

Respectfully submitted,

Frank Staffier, Delegate
John Costa, Alternate



Planning Board Annual Report

To the Honorable Select Board, Voters, Residents, and Taxpayers of the Town of Avon:

The Avon Planning Board submits the following annual report for the year 2023:

Public Hearings were held concerning the following:

Parkview Ave
21 Parker Drive
225 Bodwell St.
40 Ledin Dr.
108 Bodwell St.

The Planning Board continues to meet with private residential and business owners to provide information on proper use of buildings and property.

The latest revision to the Town of Avon's Zoning By-Laws is available online at www.avon-ma.gov.

Also, for your convenience, you may access Planning Board minutes, Site Plan Review applications, a Petitioner Checklist and the Planning Board Fees on the website.

We would like to thank Robert Borden, Building Inspector for his assistance at Planning Board meetings and technical advice on the Massachusetts State Building Code.

In conclusion, the members of the Planning Board are committed to the following:

Encourage the most appropriate use of land throughout the town, including consideration of the recommendations of the Master Plan adopted by the Planning Board.

We are committed to conserve the value of lands and building, including the conservation of natural resources and prevention of blight and pollution of the environment.

The Planning Board currently has a vacancy, and we encourage any registered voter interested in serving on the Board to seek election in April 2024.

Respectfully submitted,

Charles Comeau, Chairman
Jason Suzor Jr., Clerk
Robert Pillarella, Member
Tracy Self, Member



Select Board Annual Report



(Shannon M. Coffey, Associate, Eric S. Beckerman, Chairman, Jason L. Suzor, Sr., Clerk)

To the Citizens of Avon:

As the executive branch of local government, it remains the goal of the Select Board to provide leadership and guidance to the employees and citizens of the Town of Avon. With our continued support, department managers can successfully achieve the strategic goals of the town and ensure effective service to provide the highest quality of life for the citizens of Avon.

Calendar year 2023 brought with it some significant transformation in terms of change. Town Administrator Greg Enos left employment with the Town in December 2023 after 4 years. Mr. Enos did a great job leading the town through the Pandemic, while implementing a variety of administrative improvements through grants and innovative technologies. We wish him well in all his future endeavors.

Mr. James Purcell was brought back as Interim Town Administrator that same month and assisted with the development of the FY24 budget and did an amazing job. With Jim's support, we were able to stabilize operations, maintain budget controls, and finalize the police contract. With Jim's assistance, we retained Community Paradigm Associates to recruit our next Town Administrator. This was a competitive process in which we advertised, received multiple resumes, and ultimately interviewed four qualified applicants.

The FY24 Budget was approved as recommended at the May Annual Town Meeting. We cannot thank all our departments enough for the incredible job they do every day. The culture and commitment of our workforce is most apparent, and we are proud of the work put forth and the services provided to the community.

Mr. Jonathan Beder was hired as the new Town Administrator in June 2023. He has 26 years of municipal service, previously working in the Town of Plymouth DPW Director for 12 years, and the Town of Stoughton in a variety of capacities for 14 years. We look forward to working with JB on the many ongoing projects and assisting us in implementing our strategic goals in the coming years.

We are pleased to inform you that all union/non-union contracts are current, and we continue to make all contracts a priority, so none of our town employees may be working with an expired contract. We have already started negotiations with Fire in a good faith effort to renegotiate prior to expiration on June 30, 2024. These efforts assist us in budget forecasting, recruitment, and retention of our employees. This has been the first year we have been able to accomplish this and are proud of our efforts. Hiring employees continues to be difficult and we want to consistently attract the most qualified applicants and provide the best in working conditions and safety.

We also witnessed several retirements this year. Fire Chief Robert Spurr retired from service after 25 years with the town. Chief Spurr managed the many changes in the department over the years and was instrumental in the design and construction of the new fire station.

DPW Director William Fitzgerald retired from the Town in December 2023 after 10 years of service. Bill came to the DPW and was able to transform the once fractured department that was a separate water and public works into a combined Public Works Department. He increased the departments' ability to meet the service needs of the community and secured an incredible amount of outside funding through a variety of grants. We want to thank Chief Spurr and DPW Director Fitzgerald for their service and dedication to the Town of Avon. We wish them both well in their retirements.

In October 2023, we hired our first Town Planner, Mr. Richard Jordan. Rick will be assisting with a variety of Planning and Zoning functions, Public Works projects, and administer current and future grants. We are eager to work with Rick to devise and implement new means to aid in the permitting and development process. It will be exciting to see what changes will occur in the coming years with this position.

We remain dedicated to addressing the concerns of our citizens and making changes and improvements for the betterment of all residents, business owners, and visitors of this small town. This could not be possible without the help of all our department staff including Executive Assistant/Human Resources Coordinator Shanna Faro. Finally, we thank the residents of this town for your continued faith and support in your local government.

Respectfully submitted,

Eric S. Beckerman, Chair

Jason L. Suzor, Sr., Clerk

Shannon M. Coffey, Associate



Town Hall Feasibility Study Annual Report

To the honorable Select Board, Voters, and Citizens of Avon

The voters of the Annual Town Meeting of May 3, 2022, created a Town Office Feasibility Committee. The purpose of this committee is to review the possible renovations or new construction options for the Existing Town Hall. The committee was appointed and officially held a kickoff meeting on August 17, 2023.

The first task of the committee was to review the previously completed study by DBVW Architects and complete a walk-through of the Town Offices as well as the Council on Aging and Civic Center. Once complete, the committee determined they would ask for a proposal from DBVW to update their previous work done in 2020.

The committee has determined that renovations or new construction would be more cost effective for the Town. The scope of the repairs needed inside both buildings and the challenges that they would present to the Town is not a worthwhile solution.

Jonathan Beder, Town Administrator put together a list of possible sites for a new Town Hall complex, including the existing site for the committee to discuss. In November of 2023, the committee tasked DBVW with creating concepts for an all-in-one location for Town Offices, Council on Aging and Civic Center, and a concept that separates the Town Hall from Council on Aging and the Civic center and possibly puts them with additional housing. The next steps of the committee are to take the concepts to the Town Meeting Floor to move forward with a design phase.

Respectfully submitted,

Jennifer Baker, Chair
Charles Comeau, Vice Chair
Patricia Bessette
Judith Leggett
Edward Mekjian
Shannon Sabree
Robert Sheehan



Zoning Board of Appeals Annual Report

To the Honorable Select Board, Voters, Residents and Taxpayers of the Town of Avon:

The Town of Avon Zoning Board of Appeals submits this report to the Town of Avon for the year ending December 31, 2023.

The composition of the Town of Avon Zoning Board of Appeals consists of five members and two alternate members. All members are appointed by the Avon Board of Selectman as provided in Section 12 of Chapter 40A of the General Laws. The five-member board consists of representatives from the Avon Planning Board, Avon Board of Health, and Avon Fire Department with two members at large (Section 255, 12-8, Paragraph C of the Avon Zoning Bylaw as amended).

The Town of Avon Board of Appeals hears and acts on applications for special permits and variances which are exceptions to the Town of Avon Zoning Bylaws to allow the applicant to make use of his land, erect and maintain buildings or other structures as provided in the Table for Use Regulations in said bylaw and terms of the applicable portions of the Town of Avon Zoning Bylaws, always adhering the provisions of the law (Chapter 40A, G.L.).

During 2023 the Board was presented with eight (8) cases. The Board continues to meet on Case #22-7, 253 Page St., this case has been continued to March 2024. The Procedures and Application are available to print out on the Town's website. www.avon-ma.gov

Following is a list of cases presented before the Board of Appeals in 2023.

Hearing Date:	Address/ Case #	Granted/Denied/Withdrawn
June 27, 2023	108 Bodwell St. Case #23-1	Withdrawn
June 27, 2023	225 Bodwell St. Case #23-2	Granted
August 8, 2023	225 Bodwell St. Case #23-3	Granted
August 8, 2023	495 West Main St. Case #23-4	Granted
October 3, 2023	600 Page St. Case #23-5	Granted
December 5, 2023	16 N. Main St. Case #23-6	Granted
December 5, 2023	68 East Main St. Case #23-7	Continued
	18 McCoy St. Case #23-8	TBD

In closing, the Board wishes to thank Building Commission, Robert Borden for his attendance and assistance at hearings, the Select Board, Recording Secretary Lynne McKenney, Town Clerk Patricia C. Bessette, Debra Morin, Town Administrator Jonathan Beder, and all clerical staff for the support they continue to provide our Board. Our sincere gratitude is also extended to the members of our community for the confidence they place in the Zoning Board of Appeals to deliberate on projects submitted for its review. All approved projects promise to enhance, blend and improve our Town.

Respectfully submitted,

Kevin J. Foster, Chairman

Peter V. Crone, Member

Charles P. Comeau, Member (Planning Board)

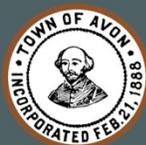
Jeffrey A. Tibnam, Member (Board of Health)

Gerald E. Picardi, Member

Edward R. Mekjian, Alternate Member

Carl S. Walker III, Alternate Member

Financial Overview



TOWN OF
Avon
MASSACHUSETTS



Revenue Narrative

Overview

The Town of Avon receives revenue from a variety of sources, including taxes, user fees and charges, licenses, and permits, and the Commonwealth of Massachusetts. To estimate future revenues, the Town uses historical analysis. The financial team also incorporates any major outside factors that may affect the overall environment of the coming fiscal year such as changes in state laws or policies, or general economic growth or contraction. By analyzing historical trends and foreseeable future changes, the financial team tries to ensure stability in Town finances and avoid budgetary shortfalls.

The below table shows the funds available to support general fund operating and capital budgets.

Description	FY2022 Actual	FY2023 Actual	FY2024 Recap	FY2025 Budget
Total Property Tax Levy	22,076,540	21,658,042	22,444,218	26,134,074
State Aid	4,095,204	5,104,348	6,057,391	5,131,054
Local Receipts	2,660,981	2,880,000	2,913,720	3,001,132
Other Available General Funds	1,985,920	334,170	551,363	447,317
Free Cash	3,257,922	2,041,075	1,972,875	1,255,167
Total Revenue	34,076,567	32,017,635	33,939,567	35,968,744

Note: the table above does not include revenues used to fund capital investments through one-time financing sources.

Major Revenue Sources

Overview of Property Taxes

In FY2024, property taxes are estimated to be approximately 67% of the Town’s annual revenue. It is typical in many cities and towns in Massachusetts for property taxes to comprise the main source of revenue. Property taxes are assessed on real property (land and buildings) as well as personal property (e.g. merchandise and machinery). An individual’s personal effects are exempt from the personal property tax and the Town of Avon exempts the first \$10,000 of personal property, to mitigate the impact on small businesses. We currently have 19 small businesses that qualify. Qualifications include a valuation of less than \$1 million and owner has to operate out of the business. The Board of Assessors and assessing staff are responsible for assessing the full and fair cash value of real and personal property in Avon. Every five years, a full recertification of values must be performed in accordance with Massachusetts General Laws. Avon’s last full recertification was performed in FY2021, and the next recertification is planned for FY2026.

Proposition 2 ½

Annual tax levy growth is limited by Proposition 2 ½, the Massachusetts General Law that limits the annual growth in a municipality’s total tax levy (i.e., revenue generated by property taxes) to 2.5%, plus an



allowance for new growth. New growth is new development in Avon or changes to properties that result in higher assessed value. New growth does not include increased value due to revaluation. A second, overarching constraint of Proposition 2 ½ limits the total tax levy to no more than 2.5% of the municipality’s total assessed valuation. This limit is referred to as the “levy ceiling.” Annually, the Town of Avon typically assesses property taxes up to the levy ceiling under state law.

A municipality is allowed to increase taxes beyond the levy limit with voter approval, either for an override which becomes a permanent part of the tax levy calculation, or through a debt exclusion which is a temporary increase used to pay for the debt service for a capital project (i.e. new school or other municipal facility). The most recent operating overrides in Avon were approved in FY2017. The most recent debt exclusion in Avon was approved in 2019 for the Police and Fire Station Renovations as well as the Brentwood Water Drainage and Road Work project in the amount of \$14,970,000 over a period of 20 years.

Description	FY2022 Actual	FY2023 Actual	FY2024 Recap	FY2025 Budget
Prior Year Levy Limit	21,834,086	22,632,233	23,397,459	24,097,609
2.5 % Increase	545,852	565,806	584,936	602,440
New Growth	252,295	199,420	115,214	50,000
Debt Exclusions	1,968,325	1,934,700	1,904,700	1,384,025
Water/Sewer Adjustment				
Less Unexpended Levy Capacity				
Total Property Tax Levy	24,600,558	25,332,159	26,002,309	26,134,074

State Aid

State aid represents about 50.6% of the Town’s anticipated revenues in FY2024. State aid is broken down into several categories, primarily Chapter 70 Education Aid and Unrestricted General Government Aid (UGGA). Chapter 70 is approximately 81% of all state aid to Avon and UGGA is 17%. While state aid is a significant source of revenue for Avon, its purchasing power has declined over time as state aid growth has stagnated. State aid was drastically cut during the Great Recession and took many years to return to pre-Great Recession levels. Since then, state aid to Avon has typically increased, especially Chapter 70, due to a formula change in FY24. In addition to state aid, the state does charge assessments of its municipalities for various expenses, including MBTA services, county government expenses as well as school choice and charter school tuition.



Description	FY2022 Actual	FY2023 Actual	FY2024 Recap	FY2025 Budget
Chapter 70	2,465,569	3,207,358	4,146,067	4,163,227
Charter Tuition Reimbursement	14,070	178,124	124,670	68,341
Unrestricted General Government Aid	761,741	802,875	828,567	853,424
Veterans Benefits	24,846	8,074	6,683	7,046
Exempt: VBS and Elderly	23,614	23,614	23,614	26,522
State Owned Land				
Public Libraries	10,013	12,852	12,458	12,494
Total	3,299,853	4,232,897	5,142,059	5,131,054

Local Receipts

Local receipts are locally generated revenues, other than real and personal property taxes. These are estimated to comprise approximately 10% of revenue in FY2024. Examples include motor vehicle excise taxes, investment income, penalties and interest on taxes, departmental revenue, fines, and license and permit fees. The Town has a practice of conservatively budgeting these items and routinely collects more than was budgeted. As a result, local receipts in excess of estimates help contribute to the Town’s positive year-end results and free cash certifications.

Motor vehicle excise revenue projected for FY2025 is \$1,025,000 while FY2023 actual collections were \$1,068,417, a potential 4.2% gain if realized. Water revenue is the Town’s largest local receipt and is more than 36.5% of total local receipts. Other significant local receipts include Investment income, licenses and permits.

Description	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Estimate	FY2025 Budget
Motor Vehicle Excise	1,055,328	1,119,130	1,068,417	1,035,026	1,025,000
Meals	52,821	84,093	87,439	85,000	85,000
Penalties and Interest on Taxes	183,462	231,210	153,700	145,000	145,000
Payments in Lieu of Taxes	116,797	86,916	93,643	90,000	99,132
Fees	127,159	92,479	112,587	105,500	150,000
Rentals	102,251	108,572	67,137	58,695	58,000
Schools	737,776	807,794	916,378	850,000	900,000
Other Departmental Revenue	16,468	33,156	19,970	19,500	20,000
Licenses and Permits	190,343	217,805	386,394	291,000	175,000
Fines and Forfeitures	19,318	18,991	19,391	19,000	19,000
Investment Income	84,483	39,297	299,096	145,000	295,000
Medicaid Reimbursement	19,314	81,371	46,037	30,000	30,000
Misc. Non-Recurring	131,817	43,671	75,135	40,000	
Total Local Receipts	2,837,337	2,964,485	3,345,324	2,913,721	3,001,132



Free Cash

Free cash is the remaining, unrestricted money from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items.

Historically, the Town does not rely on Free Cash to balance the operating budget. The Town utilizes most of its free cash on capital items at the end of the fiscal year while placing the remainder in Stabilization, OPEB, and Capital Stabilization according to our Financial Policies.

Description	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual
Certified Free Cash (Prior Year)	3,257,922	2,041,105	1,791,574	1,556,521

The FY2024 Budget includes the use of \$1,556,521 in Free Cash as follows:

- 11/18/23 Special Town Meeting - \$32,716.10 Opioid Settlement Funds
- 11/18/23 Special Town Meeting - \$80,784.91 Wastewater and Connection Feasibility Study
- 5/7/24 Annual Town Meeting - Balance to fund various Articles

Available General Funds

Available Funds consolidates the other sources of revenue that are used to offset the budget. The FY2024 Budget includes offsets from Ambulance Receipts Reserved Fund, CMVI Receipts Reserved Fund, and WPAT septic reserved.

Category	FY2024 Budget	FY2025 Budget
Ambulance Receipts	135,000	360,007
CMVI Receipts	56,000	60,000
WPAT Receipts	27,740	27,310
Total	218,740	447,317

Other Financing Sources

In FY2026/FY2027 the Town plans to utilize surplus bond proceeds, the Municipal Buildings Stabilization Fund, and reimbursements received from the Massachusetts School Building Authority to make repairs and improvements at Town and School facilities as well as to fund a feasibility study for a new elementary school project.



Consolidated Financial Schedule

Revenue & Other Financing Sources

REVENUE & OTHER FINANCING SOURCES				
	FY24 Budget	FY25 Budget	\$ Change	% Change
OPERATING				
Prior Year Levy Limit	\$ 23,397,459	\$ 24,097,609	\$ 700,150	2.99%
Proposition 2.5%	\$ 584,936	\$ 602,440	\$ 17,504	2.99%
New Growth	\$ 115,214	\$ 50,000	\$ (65,214)	-56.60%
Debt Exclusions	\$ 1,904,700	\$ 1,384,025	\$ (520,675)	-27.34%
Less Unused capacity	\$ 3,563,991	\$ -	\$ (3,563,991)	-100.00%
Less Allowance for Abatement	\$ (1)	\$ (125,000)	\$ (124,999)	12499900.00%
TOTAL TAX LEVY RAISED	\$ 29,566,299	\$ 26,009,074	\$ (3,557,225)	-12.03%
State Aid	\$ 6,057,391	\$ 6,239,113	\$ 181,722	3.00%
Motor Vehicle Excise Tax	\$ 1,035,026	\$ 1,025,000	\$ (10,026)	-0.97%
All Other Local Receipts (not incl. meals tax)	\$ -	\$ -	\$ -	0.00%
Meals Tax	\$ 85,000	\$ 85,000	\$ -	0.00%
Local Receipts	\$ 1,113,695	\$ 991,132	\$ (122,563)	-11.01%
Water	\$ 850,000	\$ 900,000	\$ 50,000	5.88%
Transfer from Trust	\$ -	\$ -	\$ -	0.00%
Transfers/Other Available Funds	\$ 334,747	\$ 447,317	\$ 112,570	33.63%
TOTAL OPERATING FUNDING	\$ 37,072,132	\$ 33,686,636	\$ (3,385,496)	-9.13%
CAPITAL				
Free Cash	\$ 1,791,574	\$ 1,556,521	\$ (235,053)	-13.12%
ARPA Funds includes Norfolk ARPA	\$ 1,333,219	\$ -	\$ (1,333,219)	-100.00%
Capital Stabilization	\$ 1,491,633	\$ 1,547,507	\$ 55,874	3.75%
Other Available Funds	\$ -	\$ 4,350,593	\$ 4,350,593	0.00%
TOTAL CAPITAL FUNDING	\$ 4,616,426	\$ 7,454,621	\$ 2,838,195	61.48%
TOTAL REVENUE & FINANCING SOURCES	\$ 41,688,558	\$ 41,141,258	\$ (547,301)	-1.31%



Expenditures & Other Financing Uses

EXPENDITURES & OTHER FINANCING USES				
	FY24 Budget	FY25 Budget	\$ Change	% Change
OPERATING				
General Government	\$ 1,799,112	\$ 2,075,958	\$ 276,846	15.39%
Public Safety	\$ 5,060,711	\$ 5,551,373	\$ 490,662	9.70%
Department Of Public Works	\$ 2,330,144	\$ 2,514,284	\$ 184,140	7.90%
Health & Human Services	\$ 467,328	\$ 495,628	\$ 28,300	6.06%
Culture & Recreation	\$ 577,716	\$ 635,716	\$ 58,000	10.04%
Unclassified	\$ 8,025,969	\$ 7,848,428	\$ (177,541)	-2.21%
Education	\$ 11,323,282	\$ 12,378,198	\$ 1,054,916	9.32%
TOTAL OPERATING EXPENDITURES	\$ 29,584,262	\$ 31,499,585	\$ 1,915,323	6.47%
CAPITAL				
Capital Improvements from Release of Overlay Funds	\$ -	\$ 212,000	\$ 212,000	0.00%
Capital Improvements from ARPA Funds	\$ -	\$ 1,333,219	\$ 1,333,219	#DIV/0!
Capital Improvements from Free Cash Funds	\$ 1,721,885	\$ 1,341,782	\$ (380,103)	-22.07%
Capital Improvements from Debt Funds	\$ -	\$ -	\$ -	0.00%
Capital	\$ 1,721,885	\$ 2,887,001	\$ 1,165,116	67.67%
TOTAL EXPENDITURES & OTHER FINANCING USES	\$ 31,306,147	\$ 34,386,587	\$ 3,080,439	9.84%



Balance Sheet *(Unaudited)*

Total Assets @ June 30, 2023

	Governmental Fund Types			Fiduciary	Account	Totals (Memorandum Only)
	General	Special Revenue	Capital Projects	Trust and Agency	Long-term Debt	
ASSETS						
Cash and cash equivalents	8,749,073.96	4,638,125.60	1,365,073.00	14,433,500.13		29,185,772.69
Investments						0.00
Receivables:						
Personal property taxes	39,065.24					39,065.24
Real estate taxes	405,903.71					405,903.71
Allowance for abatements and exemptions	(749,724.31)					(749,724.31)
Tax liens	279,866.67					279,866.67
Deferred taxes	0.00					0.00
Motor vehicle excise	199,903.29					199,903.29
Other excises						0.00
User fees	185,136.73	1,325,111.36				1,510,248.09
Utility liens added to taxes		134,305.84				134,305.84
Departmental						0.00
Special assessments						0.00
Due from other governments	65,853.08					65,853.08
Other receivables						0.00
Foreclosures/Possessions	95,105.78					95,105.78
Prepays						0.00
Due to/from other funds						0.00
Working deposit						0.00
Inventory						0.00
Fixed assets, net of accumulated depreciation						0.00
Amounts to be provided - payment of bonds					15,320,000.00	15,320,000.00
Amounts to be provided - vacation/sick leave						0.00
Total Assets	9,270,184.15	6,097,542.80	1,365,073.00	14,433,500.13	15,320,000.00	46,486,300.08



Total Liabilities @ June 30, 2023

	Governmental Fund Types			Fiduciary	Account	Totals (Memorandum Only)
	General	Special Revenue	Capital Projects	Trust and Agency	Long-term Debt	
LIABILITIES AND FUND EQUITY						
Liabilities:						
Warrants payable	0.00	0.00		1,185.72		1,185.72
Accounts payable	167,559.54	9,264.78				176,824.32
Accrued payroll	235,809.31	387.20		11,574.15		247,770.66
Withholdings	90,821.92					90,821.92
Accrued claims payable						0.00
Due to/from other funds						0.00
Due to other governments						0.00
Other liabilities	7,513.67					7,513.67
Deferred revenue:						
Real and personal property taxes	(304,755.36)					(304,755.36)
Tax liens	279,866.67					279,866.67
Deferred taxes	0.00					0.00
Foreclosures/Possessions	95,105.78					95,105.78
Motor vehicle excise	199,903.29					199,903.29
Other excises	0.00					0.00
User fees	185,136.73	1,325,111.36				1,510,248.09
Utility liens added to taxes		134,305.84				134,305.84
Departmental						0.00
Special assessments						0.00
Due from other governments	65,853.08					65,853.08
Other receivables						0.00
Deposits receivable						0.00
Prepaid taxes/fees						0.00
Tailings						0.00
IBNR						0.00
Agency Funds				77,967.02		77,967.02
Notes payable						0.00
Bonds payable					15,320,000.00	15,320,000.00
Vacation and sick leave liability						0.00
Total Liabilities	1,022,814.63	1,469,069.18	0.00	90,726.89	15,320,000.00	17,902,610.70
Fund Equity:						
Reserved for encumbrances	506,876.18					506,876.18
Reserved for expenditures						0.00
Reserved for continuing appropriations	5,383,920.03					5,383,920.03
Reserved for petty cash						0.00
Reserved for appropriation deficit						0.00
Reserved for snow and ice deficit						0.00
Reserved for COVID-19 deficit						0.00
Reserved for debt service	34,789.20					34,789.20
Reserved for premiums						0.00
Reserved for working deposit						0.00
Undesignated fund balance	2,321,784.11	4,628,473.62	1,365,073.00	14,342,773.24		22,658,103.97
Unreserved retained earnings						0.00
Investment in capital assets						0.00
Total Fund Equity	8,247,369.52	4,628,473.62	1,365,073.00	14,342,773.24	0.00	28,583,689.38
Total Liabilities and Fund Equity	9,270,184.15	6,097,542.80	1,365,073.00	14,433,500.13	15,320,000.00	46,486,300.08



Fund Balance

General Fund Unassigned Fund Balance from Annual Town Audit

According to GASB 54, unassigned fund balance is “the residual classification for the government’s general fund and includes all spendable amounts not contained in other classifications.” Unassigned fund balance is used by bond rating agencies as a measure of a municipality’s liquidity when compared with total expenditures. GFOA recommends a minimum of two months of operating expenditures, or approximately 17%.

The Town’s FY2022 financial statements reports an unassigned fund balance of \$5,718,489¹, which represents approximately 19.5% of General Fund expenditures. The Town’s audited financial statements are available on the Town website. The increase in unassigned fund balance in Fiscal Years 2020 and 2021 reflects favorable budgetary results and reduced use of reserves for general fund expenditures. In FY2022 the reduction was due largely to a planned use of funds to support capital expenditures.

Fiscal Year	Beginning Balance @ 06/30/2021	Ending Balance @ 06/30/2022	\$ Change	% Change
General Fund	5,843,668	5,718,489	(125,179)	-2.14%
Federal Grants Fund	47,088	(9,160)	(56,248)	-119.45%
Nonmajor Governmental Funds	5,002	(287,518)	(292,520)	-5848.06%
Total Unassigned Fund Balance	5,895,758	5,421,811	(473,947)	-8.04%

¹ Town of Avon, Massachusetts, “Financial Statements”, “For the Year Ended June 30, 2022”, Pages 8-9.



Stabilization Fund

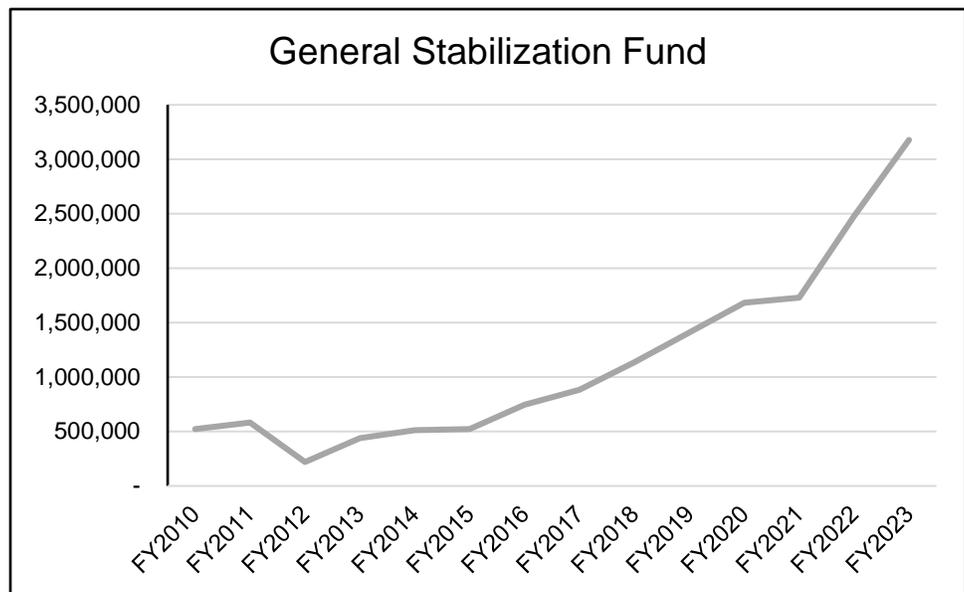
The Town of Avon operates five different stabilization funds authorized “in accordance with Massachusetts General Law Chapter 40, section 5B the creation of, appropriation into, and appropriation from the stabilization accounts requires two-thirds approval at Town Meeting”.¹ These funds are split into two categories; stabilization and special purpose stabilization as noted below. Monies can be appropriated into a stabilization fund via Town meeting process as determined by voters. Appropriations out of a stabilization fund requires 2/3 for General Stabilization and simple majority for Special Purpose Stabilization accounts.

General Stabilization Fund

The General Stabilization Fund is the Town’s primary reserve account and was established by Annual Town Meeting vote in March 1970. A strong reserve balance helps Avon maintain its Aa2 bond rating, thereby achieving savings for taxpayers when the Town issues debt for projects. In addition, investing in Avon’s reserves and setting aside funds when the economy is strong enables the Town to be prepared to provide a consistent level of services during economic downturns or to fund unanticipated and emergency expenses.

In both FY2022 and FY2024, Avon appropriated \$134,448 and \$69,689 from Free Cash into General Stabilization while also supporting budget increases for Capital items.

Year	Amount
FY2011	2,296,657
FY2012	1,460,257
FY2013	1,692,532
FY2014	999,135
FY2015	1,602,497
FY2016	2,204,546
FY2017	2,206,835
FY2018	2,498,550
FY2019	2,653,352
FY2020	2,728,398
FY2021	2,930,965
FY2022	2,867,314
FY2023	2,994,279
FY2024	3,080,898



¹ Town of Avon, Massachusetts, “Financial Statements”, “For the Year Ended June 30, 2022”, Page 39.



MTBE Stabilization Fund (*Special Purpose*)

In May 2009 Special Town Meeting voted to establish the MTBE stabilization fund which “is used to fund current and future water supply cleanup or remediation projects” according to Avon’s financial statements. Further, “Initial funding was received from a methyl-tertiary-butyl-ether (MTBE) class-action lawsuit.”

Police / Fire Building Stabilization Fund (*Special Purpose*)

Avon voted to establish the Police / Fire Building Stabilization Fund during a Special Town Meeting in November 2011. The purpose of this account is to support construction of a joint public safety building.

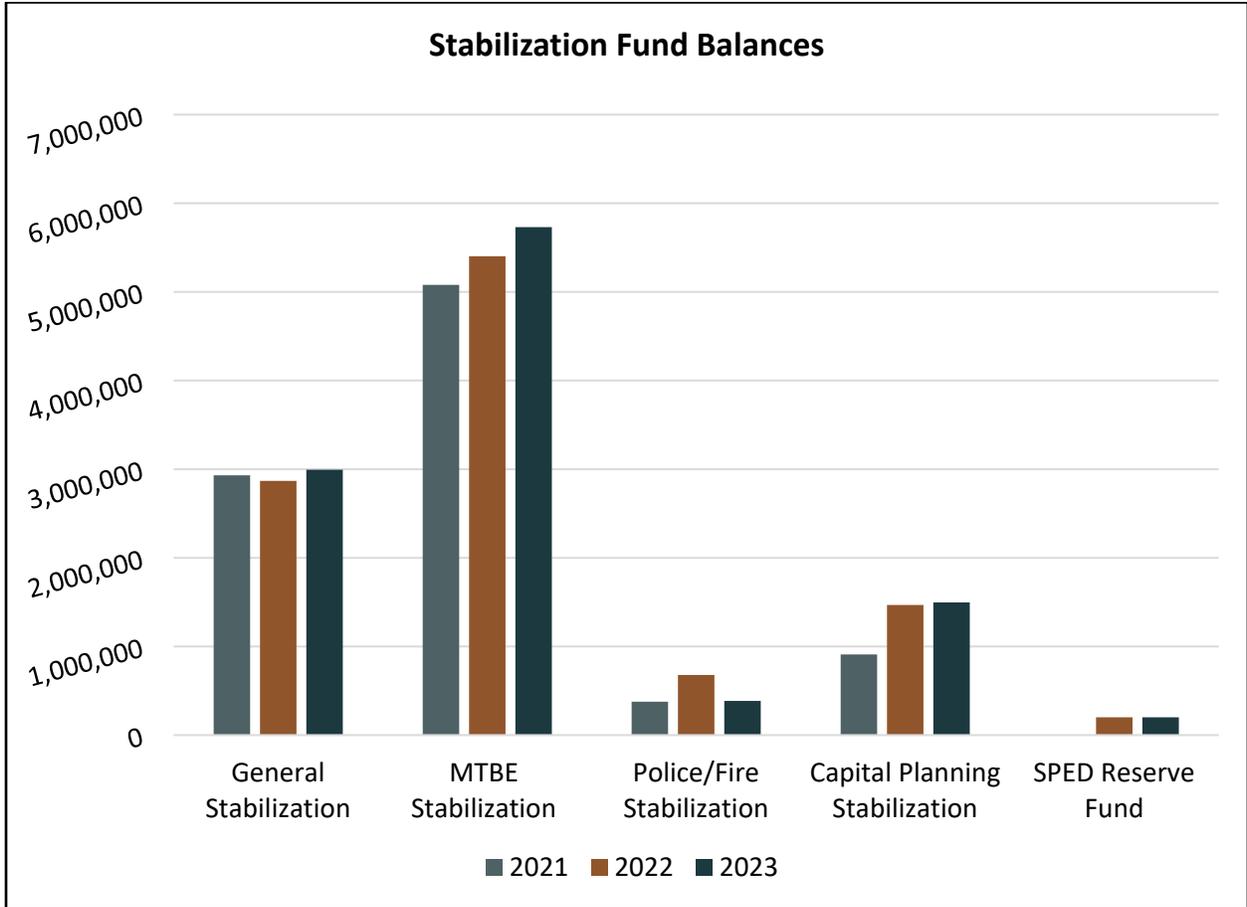
Capital Planning Stabilization Fund (*Special Purpose*)

One of the newest stabilization funds was established at the January 2019 Special Town Meeting to support townwide capital expenditures. This fund is discussed in Avon’s Financial Policy D-2 Capital Improvement Financing and is primarily funded by Free Cash annually.

Special Education Reserve Fund (*Special Purpose*)

The Special Education Reserve Account was established by the May 2021 Annual Town Meeting. The purpose of this fund is to support unanticipated or unbudgeted costs relating to special education, particularly out-of-district tuition and transportation.

Stabilization Fund Name	Fund Balance @ 06/30/2021	Fund Balance @ 06/30/2022	Fund Balance @ 06/30/2023
General Stabilization	2,930,965.00	2,867,314.00	2,994,279.52
MTBE Stabilization	5,078,939.00	5,401,810.00	5,730,239.84
Police/Fire Stabilization	377,346.00	678,927.00	385,918.19
Capital Planning Stabilization	909,346.00	1,468,825.00	1,495,924.24
SPED Reserve Fund	0.00	200,106.00	201,206.67
Total Trust Fund Balance	9,296,596.00	10,616,982.00	10,807,568.46



Departmental



TOWN OF
Avon
MASSACHUSETTS



General Government





Administration

Contact	Phone & Email	Location
Jonathan L. Beder Town Administrator	508-588-0414 ext. 1020 jbeder@avon-ma.gov	Town Hall 65 East Main Street

Mission Statement & Departmental Activities

The mission of the Town Administrator is to ensure that all objectives of the Select Board are carried out and provide all departments with effective management support to sustain transparent and accountable services.

Brief Description of the Department

Areas include:

Human Resources - Ensures that all Town employees have administrative support and access to information pertaining to benefits and all employee-related issues.

Legal - Provides legal support for all departments as necessary. We utilize general counsel, technical counsel for land use and planning, and specialized legal counsel throughout the year.

Memorial Day - Plan for annual parade on the holiday weekend commencing on North Main Street through the center of Town and ending at the Frank M. Noyes VFW Post 8892 where a celebratory cookout is held and free for all to attend.

Moderator - This is an elected three-year position. The Moderator shall preside and regulate the proceedings at all Town meetings, decide all questions of order; make public declaration of all votes.

Select Board - The Select Board consists of three members, each having a three-year term. The Board is the chief executive and administrative office of the Town.

Town Administrator - Carries out the goals and objectives of the Select Board, while overseeing the proper administration of all municipal departments.

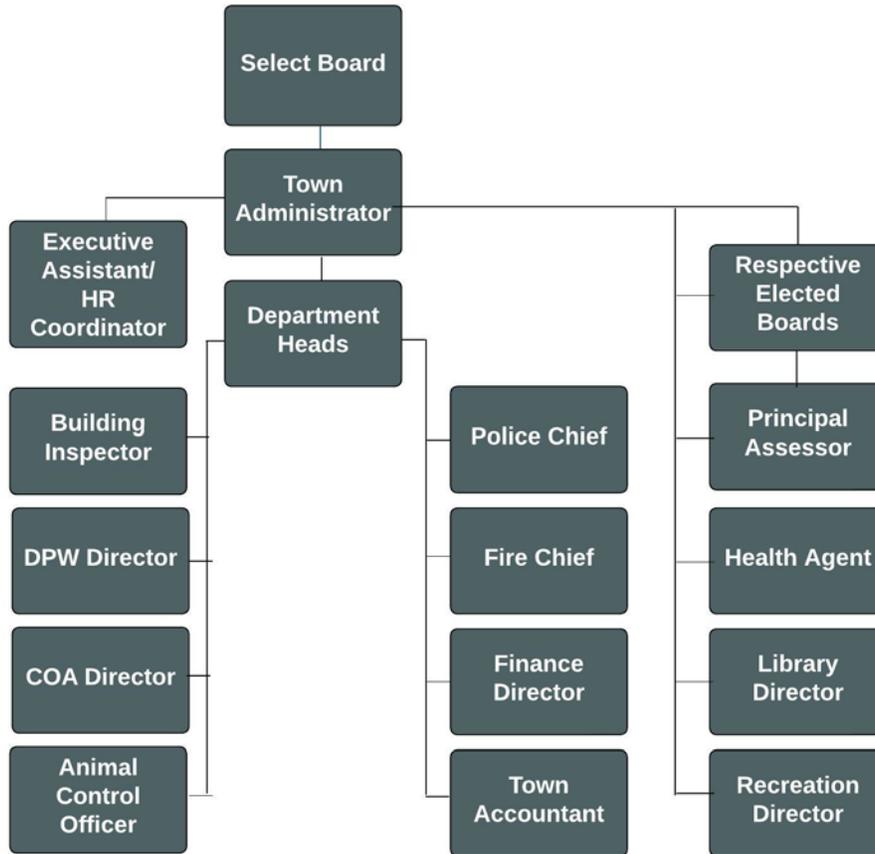
Town Hall & Buildings - Ensures that all buildings are maintained properly and have the appropriate capital to address need. Implements all preventative maintenance to maximize sustainability.

Town Reports - Collects and organizes all departmental reports and budget information to be collected and properly prepared for the annual report in lieu of the Annual Town Meeting in May.





Organizational Chart



Year in Review

On behalf of the Town of Avon a tremendous congratulations is extended to Shanna Faro for her April 2024 promotion to Human Resources Director / Executive Assistant. We are fortunate to have your professionalism and expertise leading the new Human Resources Department.

Further information can be found on the Town website via the Select Board and Town Administrator webpages, <https://www.avon-ma.gov/select-board> and <https://www.avon-ma.gov/town-administrator>.

FY23 Accomplishments

- Completion of the Fire Station Renovation Project
- Hiring and Appointment of Deputy Police Chief
- Revamped the Town of Avon website into an award-winning design with easier functionality for users



FY24 Goal Updates

GOAL #1	Non – Union Contracts
Objective	Variety of Dept Head Positions expire in June 2024
Measurement	Various vacancies throughout Town
Timing	Winter/Spring 2024
Status Update	Ongoing-expect to have all non-union contracts settled

GOAL #2	Fire Contract
Objective	Union Contract expires in June 2024
Measurement	Settle contract prior to termination
Timing	By the end of June 2024
Status Update	Ongoing

GOAL #3	Fire Chief Succession
Objective	Hiring of a permanent Fire Chief
Measurement	Advertise, Interview, Selection
Timing	Winter 2024
Status Update	Ongoing

GOAL #4	Capital Projects
Objective	Complete/Update status -to develop updated 5-year plan in FY2025
Measurement	Collect info from all Departments
Timing	Spring 2024
Status Update	Ongoing



GOAL #5	Water / Sewer Expansion
Objective	Investigate options to provide municipal sewer and water redundancy
Measurement	Obtain funding and select engineering consultant
Timing	Winter/Spring 2024
Status Update	Obtained funding SATM, hired consultant

FY25 Goals

GOAL #1	Municipal Sewer Expansion
Objective	Sewer to Industrial Park/Stockwell Drive
Measurement	Provide recommendation to Select Board
Timing	Complete in FY2025

GOAL #2	Water Redundancy
Objective	Provide connection to supplement current system
Measurement	Provide recommendation to Select Board
Timing	Complete in FY2025

GOAL #3	Town Hall Feasibility
Objective	Address the needs of Town Hall/COA/Park & Rec/Schools
Measurement	Obtain funding from the ATM in May for design or develop new Capital Request if not successful.
Timing	Throughout FY2025

GOAL #4	Update 5-Year Capital Plan
Objective	Finalize the FY2025-2030 Capital Plan
Measurement	Present to Select Board and Finance Committee for approval
Timing	Fall FY2025



GOAL #5	Repairs to Library
Objective	Address the ongoing maintenance needs at the library
Measurement	Complete the needs assessment and obtain the necessary funding to effect repairs
Timing	Summer/Fall FY2025

Trends/Metrics

Description	FY2022	FY2023	FY2024 (2 nd Qtr.)	FY2025 (Target)
Select Board Meetings Held	37	32	6	35
Liquor Licenses Issued	11	11	10	10
Department Meetings Held	11	11	2	12
Dog Hearings Held	1	0	0	0
New Hires	27	36	5	35



Budget

Account Description	FY2023 Budget	FY2024 Budget	FY2025 Proposed Budget	\$ Variance	% Variance
Moderator-Personnel Services	1,000	1,100	1,100	-	0.00%
Moderator-Expenses	225	426	426	-	0.00%
Selectmen-Personnel Services	254,334	138,383	150,227	11,844	8.56%
Selectmen-Expenses	27,772	27,772	28,050	278	1.00%
Human Resources-Expenses	9,000	12,000	15,000	3,000	25.00%
Town Administrator-Personnel Services	156,788	162,392	162,755	363	0.22%
Town Administrator-Expenses	4,500	4,500	5,850	1,350	30.00%
Finance Committee-Expenses	5,050	5,050	7,300	2,250	44.55%
Legal-Personnel Services	11,250	11,250	11,250	-	0.00%
Legal-Expenses	122,000	122,000	140,000	18,000	14.75%
Personnel Board-Expenses	100	100	100	-	0.00%
Conservation Commission-Personnel Services	500	-	-	-	0.00%
Conservation Commission-Expenses	4,850	4,850	8,800	3,950	81.44%
Planning Board-Personnel Services	7,500	7,500	7,500	-	0.00%
Planning Board-Expenses	1,800	1,800	2,000	200	11.11%
Board of Appeals-Expenses	200	200	500	300	150.00%
Cable TV Advisory-Expenses	100	100	100	-	0.00%
Facilities Maintenance-Personnel Services	1,000	1,000	46,000	45,000	4500.00%
Facilities Maintenance-Expenses	85,682	85,682	95,700	10,018	11.69%
Town Reports-Expenses	3,000	3,000	3,200	200	6.67%
Animal Control-Expenses	15,700	15,700	17,000	1,300	8.28%
Cultural Council-Expenses	100	100	100	-	0.00%
Memorial Day-Expenses	9,000	9,000	9,500	500	5.56%
Total	721,451	613,905	712,458	98,553	16.05%

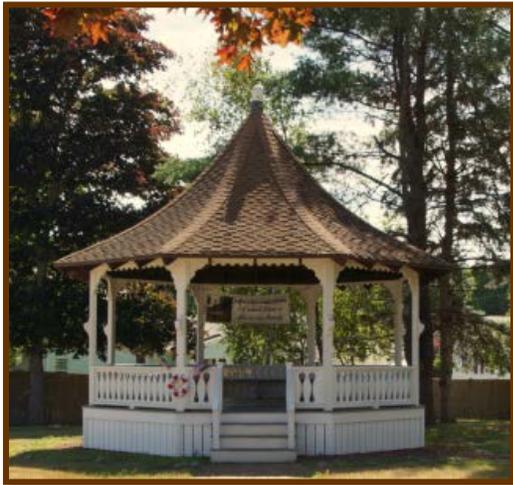


Accountant

Contact	Phone & Email	Location
Theresa (Terry) Provencal Town Accountant	508-588-0414 ext. 1031 tprovencal@avon-ma.gov	Town Hall 65 East Main Street

Mission Statement & Departmental Activities

The Accounting office is responsible for the recordkeeping of all financial transactions of the Town; processing of all bills, warrants, receipts, and ledgers.



Brief Description of the Department

The department keep records of all Town contracts and grants. The office also supplies town departments with financial reports and information. The Accounting office ensures that the Town is following Generally Accepted Accounting Principles, Federal and State laws, and Town Meeting authorizations.

Further information can be found on the Town website via the Town Accountant webpage, <https://www.avon-ma.gov/town-accountant>.

Organizational Chart



FY23 Accomplishments

Having started employment after the fiscal year ended, I would say the first accomplishment would be in assisting the previous Accountant in the submission of the Towns' Balance sheet.



FY24 Goal Updates

GOAL #1	Set Town Tax Rate
Objective	Timely setting of the Town's tax rate
Measurement	Month
Timing	FY2024
Status Update	Dept of Revenue approved tax rate November 21, 2023

GOAL #2	Town DOR Schedule
Objective	Completion of the Towns' DOR Schedule A
Measurement	Monthly
Timing	FY2024
Status Update	Currently working on it and having all sections complete with the exception of 1 section

GOAL #3	Research & Understand Town Financial Software
Objective	Pursue further understanding of the Towns financial software
Measurement	Gaining practical understanding
Timing	FY2024
Status Update	Working on this issue on a daily basis. Planning on visiting a neighboring Town that also uses the software for further training and tips

GOAL #4	Assist with Development of Balanced Budget
Objective	Assisting the Town Administrator and Finance Director in the submission of a balanced budget for the next Annual Town Meeting
Measurement	Successful teamwork to develop budget
Timing	FY202
Status Update	Working on this on almost a daily basis due to the number of Town departments involved



GOAL #5	Annual Town Meeting
Objective	The successful completion of the Annual Town Meeting in time to start closing FY24s' books
Measurement	Carrying out Town Meeting and closing the books in timely manner
Timing	Annual Town Meeting is in May 2024
Status Update	Ongoing

FY25 Goals

GOAL #1	Town Balance Sheet Submission
Objective	The timely submission of the Towns' Balance sheet to the Dept of Revenue in order for Free Cash to be certified
Measurement	Successfully submitting balance sheet to DOR and certification of free cash
Timing	FY2025

GOAL #2	Assist with Development of Balanced Budget
Objective	Assist the Town Administrator and Finance Director in the submission of a balanced budget for the next Annual Town Meeting
Measurement	Successful teamwork to develop budget
Timing	FY2025

GOAL #3	Annual Town Meeting
Objective	The successful completion of the Annual Town Meeting in time to start closing FY25's books
Measurement	Carrying out Town Meeting and closing the books in timely manner
Timing	FY2025



Trends/Metrics

Description	FY2022	FY2023	FY2024 (2 nd Qtr.)	FY2025 (Target)
Setting of the Tax Rate	11/23/2023	12/08/2022	11/21/2023	By the end of November 2024
Certification of Free Cash	10/20/2021	09/20/2022	10/18/2023	Ideally, by Mid-October
Local Receipts	Estimated 2.6 Mil Actual 2.9 Mil – Increase of 12.5% Over Estimate	Estimated 2.8 Mil - Actual 3.3 Mil - Increase of 15 % Over Estimate	Estimated 2.9 Mil -- Won't know final numbers until after June 30, 2024	Current Estimate 1% over FY24 but still a work in progress
Bond Rating	N/A	Moody's Aa2 - S&P AA+	N/A	Rating should not change unless the Town goes out to borrow for a specific project.
Debt Service as a % of the Budget	6.2%	6.18%	5.65%	Currently a moving target as budget preparation is just getting underway.

Budget

Account Description	FY2023 Budget	FY2024 Budget	FY2025 Proposed Budget	\$ Variance	% Variance
Town Accountant- Personnel Services	109,956	118,563	131,126	12,563	10.60%
Town Accountant- Expenses	40,020	41,328	47,805	6,477	15.67%
Total	149,976	159,891	178,931	19,040	11.91%



Assessor

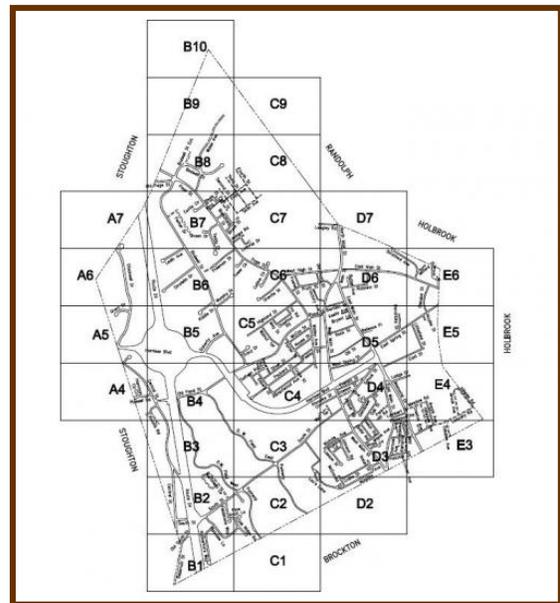
Contact	Phone & Email	Location
David Golden Principal Assessor	617-671-8558 dgolden@rrgsystems.com	Assessors' Office Town Hall 65 East Main Street

Mission Statement & Departmental Activities

The Board of Assessors is responsible for setting the property values in Avon, reviewing, and acting on abatement applications (real estate, personal property and motor vehicle) and exemption applications (blind, elderly, veteran, widow and small commercial).

The Board of Assessors consists of three elected members who serve a three-year term. Warren B. Lane is the Chairman; Jonathon D. Madore is the Clerk and Sam Kamel is the Associate. David Golden from Regional Resource Group serves the Board and the Town as Principal Assessor and Susan Monahan serves as the Administrative Assistant. Lucia Aristote-Oliveira assists with administrative tasks on a part-time basis.

The Massachusetts Department of Revenue (DOR) requires full and fair cash values to be set by the assessors for all properties in the Town (residential, commercial, industrial, exempt, and personal property) every year.

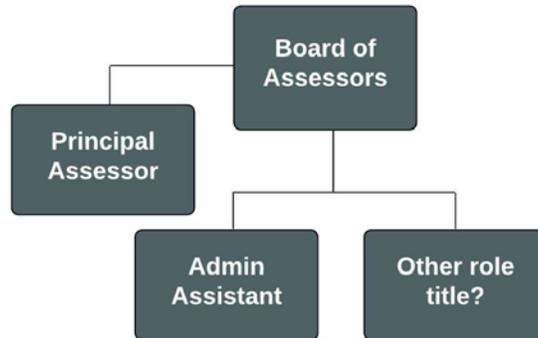


Brief Description of the Department

The Assessors' Office is charged, principally, with valuing real and personal property in the Town. The Board of Assessors is responsible for setting the property values in Avon, reviewing, and acting on abatement applications (real estate, personal property and motor vehicle) and exemption applications (blind, elderly, veteran, widow, and small commercial).



Organizational Chart



FY23 Accomplishments

The office experienced major transition at the end of FY2023 with the departure of its long-time principal assessor. This departure was unforeseen. Therefore, we do not have data on major accomplishments in FY2023.

Year in Review

The FY2024 values are based on arms-length sales that closed during calendar year 2022, and what existed on the property as of January 1, 2023, for Real and Personal property. The Town completed its last full certification with the DOR in FY 2021.

The average single-family home assessment increased from \$445,200 in FY2023 to \$449,600 in FY2024. This shows that the real estate market, while continuing to rise, has begun to stabilize.

FY2023	Values per class
Residential	\$685,953,817
Commercial/Industrial	\$407,743,683
Personal Property	\$53,800,563
Town Taxable Value	\$1,147,498,063
Exempt	\$59,532,900
Total Town Valuation	\$1,207,030,963

The Select Board chose to use a factor of .7174 in setting the tax rate. The Select Board voted to grant the ten percent small commercial exemption to qualifying businesses. The tax rates were approved by the Division of Local Services.

Fiscal Year 2024 Tax Rates

- Residential \$14.03
- Commercial \$27.84



- Industrial \$27.84
- Personal Property \$27.77

Property owners are encouraged to review their property information and assessments through the Town Website <https://www.avon-ma.gov/>. Further information, including a complete list of Assessor Valuations and Taxes by Location, can also be found on the Town website via the Assessors webpage, <https://www.avon-ma.gov/assessors>.

FY24 Goal Updates

The office did not set goals in FY2024. Principal Assessor David Golden was contracted in September of 2022. At that time, the recapitulation process had not been started. Additionally, new growth inspections had not been completed. Therefore, the bulk of his immediate work was to bring in the recapitulation in a timely manner. This work culminated in the tax classification hearing, held on November 22, 2022.

FY25 Goals

GOAL #1	New Growth Calculations
Objective	Prepare New Growth Revenue Calculations
Measurement	Submission of the Town's LA-13
Timing	June through November

GOAL #2	Property Valuations
Objective	Calculate Property Valuations
Measurement	Submission of the Town's LA-4
Timing	June through November

GOAL #3	Tax Rate Recapitulation
Objective	Complete Tax Rate Recapitulation
Measurement	Completing Tax Rate Classification Hearing; submission of the Town's LA-5 and Tax Rate Recap; creation of actual tax bill files
Timing	November/December



GOAL #4	Abatement Requests
Objective	Respond to Abatement Request
Measurement	Complete inspections of properties filing for abatement; response to all abatement applications
Timing	January through March

GOAL #5	Tax Bill Preparation
Objective	Prepare Preliminary Tax Bills
Measurement	Creation of preliminary tax bill files
Timing	April/May

Trends/Metrics

Description	FY2022	FY2023	FY2024 (2 nd Qtr.)	FY2025 (Target)
New Growth Revenue	252,295	199,420	115,214	75,000

Budget

Account Description	FY2023 Budget	FY2024 Budget	FY2025 Proposed Budget	\$ Variance	% Variance
Assessors-Personnel Services	122,393	51,644	53,767	2,123	4.11%
Assessors-Expenses	23,220	93,175	140,880	47,705	51.20%
Total	145,613	144,819	194,647	49,828	34.41%



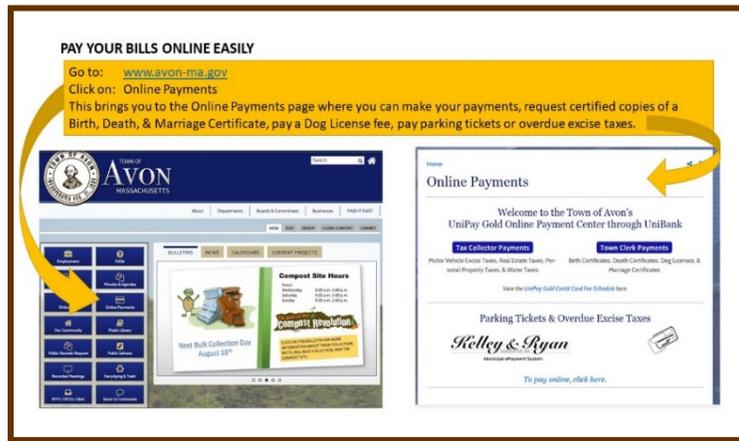
Treasurer/Collector

Contact	Phone & Email	Location
Debra Morin Finance Director/ Treasurer Collector	508-588-0414 ext. 1011 dmorin@avon-ma.gov	Town Hall 65 East Main Street

Mission Statement & Departmental Activities

The **Collector** is responsible for the Real Estate and Personal Property which are issued twice a year, with quarterly payments due on February 1st, May 1st, August 1st and November 1st.

Excise bills are issued when data is updated from the Commonwealth of Massachusetts Registry of Motor Vehicles and are due 30 days from the issue date.



The **Treasurer** is responsible for all of the Town's banking relationships, which includes investing, borrowing and dispensing of funds authorized by the Board of Selectmen. The Treasurer is also responsible for the assets of the Town including but not limited to all properties that the collector has placed in tax title, and for the ultimate resolution of those properties in tax title. The Treasurer is also responsible for the calculation of the Town employees' payroll along with all required reporting of payroll data to the Commonwealth and Federal governments.



Brief Description of the Department

The Treasurer's Office is responsible for many of the Town's financial functions including the deposit, investment and disbursement of municipal funds, employee payroll, vendor bills, tax title and short and long-term borrowing for debt.

The Tax Collector's Office is responsible for the printing, mailing and collecting of the Real Estate, Personal Property, Motor Vehicle Excise, Boat Excise and Water Usage Bills. Guidelines for the proper collection procedures is mandated by the Massachusetts Department of Revenue and must be adhered to.



This office must also be prepared to supply information to taxpayers regarding bills and explain various phases of the taxation process which may be unclear to the individual.

The operation of the Town Government is a team effort, and this office works in close coordination with the Assessor's and Accounting Offices.

Organizational Chart



FY23 Accomplishments

- Staffing was accomplished in October 2022 and an Assistant Treasurer/Payroll Coordinator was hired
- Became the Town's first Finance Director having certifications for MMAAA, CMMT, CMMC

Further information can be found on the Town website via the Treasurer / Collector webpages, <https://www.avon-ma.gov/treasurer-collector>.

FY24 Goal Updates

GOAL #1	Payroll - Employee Time and Attendance
Objective	To have all employees utilizing Harpers Time and Attendance
Measurement	Continue training employees and management
Timing	6/30/2024
Status Update	Police and Fire are remaining



GOAL #2	Departmental Training
Objective	To have replacement in place for upcoming department retirement
Measurement	Attending Annual Schooling and Conferences
Timing	6/30/2025
Status Update	Continuing to teach and train all aspects of Treasurer and Collectors' job

GOAL #3	Abilia Budget Software
Objective	Departments be able to input Budget requests for Finance and BOS to view and Town Accountant to export to software
Measurement	Training and use of Budget software
Timing	6/30/2024
Status Update	Department heads will be using new Budget software for FY25

GOAL #4	Tax Title - Foreclosures-Auctions
Objective	Clean up outstanding old Tax Takings
Measurement	Finalize Land of Low Value properties for Auction
Timing	06/30/2024
Status Update	Finalizing 2 foreclosures

FY25 Goals

GOAL #1	Budgeting Plan
Objective	Budgeting Plan Implementation.
Measurement	Continue to train and work with Finance staff to ensure they are able to find data necessary for Budget preparation
Timing	6/30/26



GOAL #2	Human Resources
Objective	Appoint new Treasurer Collector – Finance Director
Measurement	Help search and transition new Finance Director – Treasurer Collector 6 months prior to my retirement
Timing	6/30/26

GOAL #3	Capital Project Borrowing
Objective	Capital Project Borrowing
Measurement	Continue to work with Financial Advisors and School and Town officials on upcoming School and Town Hall Renovations
Timing	FY2026

Trends/Metrics

Description	FY2022	FY2023	FY2024 (2 nd Qtr.)	FY2025 (Target)
R/E bills	1842	1839	1840	1845
P/P bills	254	246	244	245
MVX bills	1208	1230	1235	1235
Tax Titles	20	22	23	23
Tax Foreclosures	0	0	0	0

Budget

Account Description	FY2023 Budget	FY2024 Budget	FY2025 Proposed Budget	\$ Variance	% Variance
Treasurer/Collector- Personnel Services	217,546	226,257	254,727	28,470	12.58%
Treasurer/Collector- Expenses	20,780	20,600	20,600	-	0.00%
Total	238,326	246,857	275,327	28,470	11.53%



Town Clerk

Contact	Phone & Email	Location
Patricia Bessette Town Clerk	508-588-0414 ext. 1013 pbessette@avon-ma.gov	Town Hall 65 East Main Street

Mission Statement & Departmental Activities

The mission of the Town Clerk’s Office is to provide the residents and voters of the Town quality customer service by providing exceptional voting processes, Town Meetings, public and vital records, and notary services.

Brief Description of the Department

Often considered the first stop in local government, the Town Clerk's office responds to inquiries from the public and serves as a central information point for other town departments, residents, and citizens at large by providing knowledge and assistance in a fair and impartial manner to all. We keep our residents informed by maintaining the town website <https://www.avon-ma.gov/> and social media platforms <https://www.facebook.com/townofavonma>.



The Town Clerk serves as recording officer, registrar of vital statistics, public records officer, and licensing officer. The Town Clerk maintains records of adopted municipal code, bylaws, oaths of office, resignations, and appointments. The Clerk's Office issues marriage licenses, dog licenses and business certificates. We record all actions of town meetings and post all town meetings in accordance with the Massachusetts Open Meeting Law as well as collect and file all meeting minutes submitted by boards.

The Town Clerk also serves as chief election official and is directly responsible to the voters of the



Town. The Town Clerk oversees the polling location and the conduct of all elections and election-related activity such as early voting in person and by mail. The Clerk works with the Board of Registrars to promote and maintain voter registration and voter records. We prepare, record and report official election results to the Secretary of State of the Commonwealth. Our office prepares ballots, voting equipment, voting lists, certifies nomination papers and initiative petitions. Our office records and certifies all official actions of the Town, including town meeting legislation and

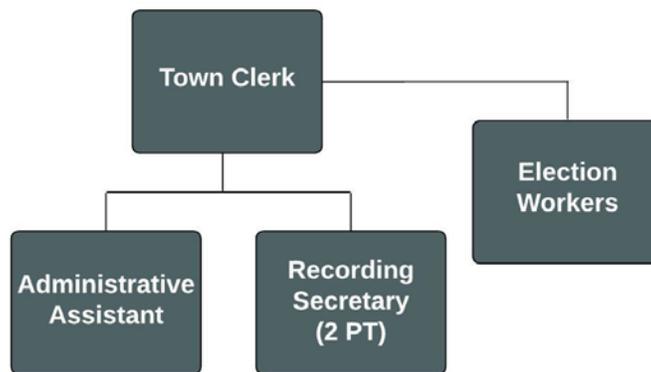


appropriations, Planning and Zoning Board of Appeals Decisions, signs all notes for borrowing, and keeps the Town Seal.

The Town Clerk can provide certified copies of all birth, marriage, and death records that we have on file as well as records and preserves original birth, marriage, and death records. Our office issues Doing Business As certificates (DBA's), issues dog licenses, provides notarizing services, conducts annual town census, issues licenses for raffles and bazaars, and provides access to public records in compliance with State Public Records Law and corresponding regulations.

The Town Clerk administers the oath of office to all elected and appointed members of local committees and boards and ensures that all elected and appointed officials are informed in writing of the State's Open Meeting and Conflict of Interest Laws.

Organizational Chart



Sworn in Sworn in as MTCA Treasurer



Clerk day on the Hill



FY23 Accomplishments

- Staffing was accomplished in October 2022 and an administrative assistant was hired
- Continue/improve public outreach to provide relevant information through various platforms including committees/projects
- Planning, execution, and implementation of one election and three town meetings
- In partnership with Animal Control Officer, Aaron Movessian, and Town Clerk staff, worked diligently to clean up dog database and register all dogs
- Mailed 48 Welcome Packets to new residents and offered Notary Public services
- Hosted Passport to Avon program in which 38 families participated by traveling to nine stops in Avon and had an opportunity to visit the Town Clerk's office to vote for their favorite landmark. The winner was Blanchard's Museum!

“Special thanks to the Library, COA, Police, Fire, Civic Association and Board of Health for sponsoring stops. It was nice to see all these departments work together. The annual town hall holiday door decorating contest, which came in second place, was also fun.”

- Pursued professional education and networking opportunities including:
 - Attended “Clerk’s Day on the Hill” and had the opportunity to visit the Statehouse, meet with Senator(s) Brady and Timilty, and tour the State capitol building
 - Attended on a full scholarship the New England Municipal Clerks' Institute, Academy Program, which is held for a week at Plymouth State University in NH
 - Sworn in as Treasurer of the Tri- County Clerk Association and facilitated first mentoring workshop for new clerks
 - Received Master Municipal Clerk (MMC) Certification from IIMC (International Institute of Municipal Clerks)
 - Appointed Treasurer of the Massachusetts Town Clerk Association

Year in Review

The Annual Local Election was held on Tuesday, April 11, 2023. A total of 303 ballots were cast for sixteen positions. There were two candidates for the Select Board position and two candidates for a one-year vacancy on the Board of Health on the ballot. The close results for the Board of Health 1 year position resulted in a recount. The Board of Registrars held the recount on May 3rd. . The recount was completed in less than thirty minutes. The votes did change but did not change the outcome of the race.

“Special thanks to colleagues Cheryl Sass, Town Clerk in Randolph and Lisa Pedroli, Town Clerk in Hopedale for coming to assist with the recount, along with Deb Morin, Sharon Simon, Lynne McKenney, Kristen Maguire, Maria Piccirilli, Michael Sandy and of course the Board of Registrars”



It was a busy year for the Board of Registrars. The Board of Registrars provide certification of nomination and petition papers and conduct voter recounts, when required. There are four Board of Registrars for the Town of Avon: Patricia Bessette, Town Clerk; Julie Beckerman, Michael Lawler, and Kevin Mooney. In March 2023 Registrar, Philip Tortorella did not seek reappointment. Phil served as a Registrar for over twenty years.

“On behalf of the Town, I would like to thank Phil for his years of service.”

Along with the recount of May 3rd as mentioned above, the Board of Registrars had a Residency Hearing. The hearing was opened and quickly adjourned as the residency was no longer in question as the individual changed their address in the Voter Registration Information System.

“I am extremely proud and thankful for the election workers, DPW Staff, Police Department, Town Hall staff and the voters of Avon. All elections ran very smoothly. A special thanks to our poll workers: Elaine Dombrosky, Julia Fasano, Joanne Grenham, Jean Kopke, Kristen Maguire, Lynne McKenney, Patricia Olson, Peggy Ruddy, Anthony Famolare, Maria Piccirilli- Deputy Warden, and Michael Sandy-Warden.”

A Special Town Meeting was held on January 28, 2023. The ten articles were voted on in one hour. There were 84 voters in attendance. Article 9 passed which began the process of amending the General By-Laws, by changing all references of the Board of Selectmen to the Select Board. On November 28th, the bill was signed by the Governor, and it was officially announced at the Select Board meeting on December 7th.

The Annual Town Meeting was held on May 2, 2023. The budget and 21 articles were voted on by 98 voters in attendance. The Town Clerk is responsible for the submittal of new or amended bylaws approved at Town Meetings to the Attorney General as prescribed in MGL c. 40 s.32. This office maintains a current Town Code book online through General Code. This convenient online code can be accessed through the town website. It provides the town’s bylaws in a feature-rich format that has been specifically designed for optimal viewing on desktops and laptops as well as smartphones and tablet devices.

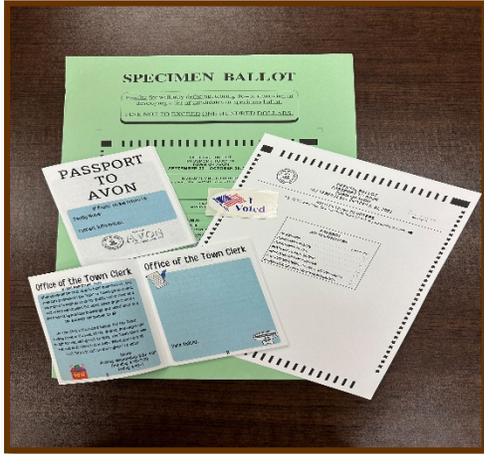
A second Special Town Meeting was called for November 18, 2023.

“I would like to thank Brian Cream from the IT department for his assistance in ensuring that the electronic voting runs smoothly.”

In the fall the Town Clerks Office hosted the “Passport to Avon” program. 38 families signed up to travel amongst nine stops in Avon. Those that visited the Town Clerks office had the opportunity to vote for their



favorite town landmark. The winning landmark was Blanchard’s Museum. I want to thank the Library, COA, Police, Fire, Civic Association and Board of Health for sponsoring stops. It was nice to see all these departments work together. We also had fun with the annual town hall holiday door decorating contest and came in second place.



Passport to Avon Program



Municipal Website Award

Further information can be found on the Town Clerk / Registrar of Voters website, <https://www.avon-ma.gov/town-clerk-registrar-voters>.

Congratulations Patricia on earning your Master Municipal Clerk certification from the International Institute of Municipal Clerks!



FY24 Goal Updates

GOAL #1	Records Digitization – Phase One
Objective	Scanning / Digitizing Records to ensure records are protected, follow public records law, and optimize space
Measurement	Identifying records to be scanned & digitized. Laying out a timeline
Timing	June 30, 2024
Status Update	Still in beginning stages of gathering information

GOAL #2	Cross Training
Objective	Cross training amongst departments to achieve better customer service
Measurement	Scheduling and completing cross training objectives for XXX number of department personnel
Timing	June 30, 2024, dependent on interdepartmental cooperation
Status Update	Scheduled to begin dependent on interdepartmental timing and cooperation

GOAL #3	Census Distribution & Compilation
Objective	To distribute census forms to residents because the census reporting contains important information that is used for many things including State funding, school census, voter lists, street list, and proof of residency
Measurement	Number of census forms returned by residents
Timing	FY2024
Status Update	Ongoing, residents are encouraged to sign and return heir census forms as soon as possible



FY25 Goals

GOAL #1	Records Digitization – Phase Two
Objective	Scanning / Digitizing Records to ensure records are protected, follow public records law, and optimize space
Measurement	Start with the approximately (113) boxes of “Permanent” records dating back to 1951 in the town’s archives that are excellent candidates for digitizing such as Town Reports, Payroll, Commitments, G/L, and Meeting Minutes
Timing	June 30, 2025

GOAL #2	Personal Professional Growth
Objective	Personal professional growth – working towards MMC
Measurement	Continue to attend conferences and being involved in different associations
Timing	2 years

GOAL #3	Preservation of Archival Records
Objective	Preservation of archival records
Measurement	Complete preservation of older records in town
Timing	2 years

GOAL #4	Electronically Record All Vital Records on an Excel Database
Objective	Replace all 3 ½ x 5 index vital record files with an electronic excel database for quicker look-up
How will you measure success/achievement/completion?	All staff will work on this project during downtime. Will also utilize senior work program members for data entry
Timing	June 30, 2025



Trends/Metrics

The following data is based on a calendar year.

Description	2021	2022	2023 as of 9/27/23	2024 Target
Birth Certificates	57	53	48	50
Death Certificates	60	46	29	50
Marriage Certificates	76	52	28	50
Marriage Intentions	78	57	33	50
Dog Licenses	488	452	464	450
Public Records Requests	114	111	52	110
DBA Certificates	42	49	38	40
ZBA Recording	5	8	5	5
Election Number	1	4	1	4
Annual Town Meeting / Special Town Meeting	2	1	2	2
By Law and Zoning Submission to AG Office	1	2	3	2
Electrical/Gas/Plumbing Permits	331	319	172	315
Raffle Permits			4	
Recycle Tickets	245	157	125	175
Meeting Postings	290	260	213	275

Budget

Account Description	FY2023 Budget	FY2024 Budget	FY2025 Proposed Budget	\$ Variance	% Variance
Town Clerk-Personnel Services	131,219	153,442	159,902	6,460	4.21%
Town Clerk-Expenses	8,109	9,873	10,493	620	6.28%
Election Workers-Personnel Services	4,500	3,500	5,500	2,000	57.14%
Election Workers-Expenses	7,500	7,925	10,900	2,975	37.54%
Census-Expenses	3,200	3,700	3,700	-	0.00%
Total	154,528	178,440	190,495	12,055	6.76%

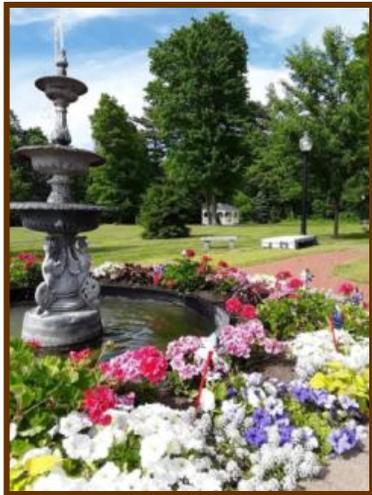


Information Technology

Contact	Phone & Email	Location
Scott Hulien IT Director	508-588-0230 sthulien@avon.k12.ma.us	Patrick Clark Drive

Mission Statement & Departmental Activities

Information Technology’s mission is to maintain the town of Avon’s network infrastructure for all departments, users, and buildings.



Brief Description of the Department

Our IT Department handles technology support requests for end user issues. The department also assists any department with projects where IT infrastructure is needed or related.

Organizational Chart



FY23 Accomplishments

- Have been supporting the town of Avon for four years
- Proud to have participated in the design of the network and engineering of the new Police and Fire Department building
- Migration of on-premises applications to the cloud. (Payroll, Cash Management, Assessor’s Property data)
- Set up of fiber connections between all Town buildings for more efficient connectivity and communication

Further information can be found on the Town and Avon Public School’s website, [Avon MA | \(avon-ma.gov\)](http://Avon.MA.gov) and [Avon Public Schools](http://AvonPublicSchools.org) | as technology is a shared service between the Town and Public School District.



FY24 Goal Updates

- Water department upgrade
- Desktop / Surface Pro Replacements
- Replace outdated Multi-Function Printers
- Implementation of Mimecast (spam filtering)

GOAL #1	Water Department Upgrade
Objective	Tighten the security for water system network
Measurement (Phases)	Hardware / Software / Licensing / Training
Timing	Complete before January 2024
Status Update	Nearing completion – started training

GOAL #2	Replace Multi-Function Printers
Objective	Work with Visual Edge IT to replace printers
Measurement (Phases)	Physical install / Updating client drivers / Testing
Timing	Complete before January 1, 2024
Status Update	Completed

GOAL #3	Implementation of Mimecast (spam filtering)
Objective	Cut down on the amount of spam emails sent to Town users
Measurement (Phases)	Implement Mimecast (updating MX records) / Test Email / Monitor
Timing	Before July 1, 2024
Status Update	Received Quote



FY25 Goals

GOAL #1	Add Cybersecurity Sensor
Objective	Add Arctic Wolf to Town network and workstations
Measurement	Initial install / Monthly reports will be generated with risk assessments / Act on those reports
Timing	Requesting quotes after July 1, 2024

GOAL #2	Replace Failing Surface Pros
Objective	Replace Surface Pro tablets with new laptop
Measurement	Replacing before devices fail / Confirming data has been restored / Confirming new device is in working order
Timing	Completed before start FY26, 15% complete

GOAL #3	Move Shared Data to SharePoint
Objective	Move data away from individual users into cloud where it can be shared with ease
Measurement	Each department's data will be assessed / Migrated / Confirmed before removing from user
Timing	Completed before start of FY26, 5% complete

Trends/Metrics

Description	FY2022	FY2023	FY2024 (2 nd Qtr.)	FY2025 (Target)
Support Tickets:	235	187	85	>100
Network Uptime:	98.35%	98.26%	99.9%	99%



Budget

Account Description	FY2023 Budget	FY2024 Budget	FY2025 Proposed Budget	\$ Variance	% Variance
Technology-Personnel Services	80,000	85,000	87,550	2,550	3.00%
Technology-Expenses	260,000	260,000	274,000	14,000	5.38%
Data Processing-Expenses	20,000	20,000	20,000	-	0.00%
<i>Total</i>	<i>360,000</i>	<i>365,000</i>	<i>381,550</i>	<i>16,550</i>	<i>4.53%</i>



Town Planner

Contact	Phone & Email	Location
Richard Jordan Town Planner	774-480-1682 rjordan@avon-ma.gov	Town Hall 65 East Main Street

Mission Statement & Departmental Activities

The mission of the Town Planner Department is to support town planning and zoning, monitor and apply for community development grants and contribute with special projects in Town. Assists the Town Administrator to coordinate the activities of the various boards, commissions, committees, and officials concerned with the physical, economic, and environmental development of the town.



Brief Description of the Department

The Department consists of a recently hired Town Planner which is new for the Town as of November 2023.

Organizational Chart





Year in Review

The Select Board created the position of Town Planner in their budget for FY2024 during their budget deliberations in the winter of 2023. The Town Administrator advertised for applications in August, interviewed candidates, and hired me to start on November 8th. My experience includes working for the U.S. Department of Transportation, the Social Security Administration in Baltimore, and a period for the Cape Cod Planning Commission in Barnstable County



Robbins Street Conservation Area

Town management is engaging me on municipal planning, grant writing, and involvement in various Town projects such as the potential for wastewater treatment at the industrial park and Town Hall options. In my initial work, I have been focused on:

- Master planning process and review
- Planning Board and Zoning Board of Appeals support
- Special projects including the potential for wastewater management in various sections of the Town
- Grant applications including a potential joint application with the City of Brockton to renovate the multi-use roads in D.W. Field Park
- Robbins Street Conservation Area including whether we should pursue funding for walking trails and other design ideas in the Robbins Street Conservation Area (between Robbins Street and Fagan Drive)
- Fostering more communications pieces for the Town Newsletter and website

Further information can be found on the Town website via the webpage, [Town Planner | Avon MA \(avon-ma.gov\)](https://www.avon-ma.gov/town-planner).

FY24 Goal Updates

GOAL #1	Master Planning
Objective	Facilitate Town consideration of master planning outputs
Measurement	Arrange for various presentations by the Consultant on their work products to Town stakeholders - including their final master plan and preliminary work products
Timing	November 2023 through June 2024
Status Update	The Consultant is planning to brief the Select Board on February 1 on their Strategic Plan Outline



GOAL #2	By-Law Review
Objective	Consider and propose changes to bylaws and zoning map changes resulting from master planning and deliberations of Planning Board
Measurement	Prepare and present briefings on potential bylaw and regulatory changes to determine any stakeholder support for such changes; Prepare presentations to facilitate stakeholder input; Draft formal proposed bylaw language
Timing	FY2024
Status Update	The Consultant participated in reviewing their bylaw recommendations with the Chairs of Planning, ZBA and Conservation on Jan 4 and will brief the full boards again on January 23

GOAL #3	Grant Planning
Objective	Monitor availability for grants from state, federal and other sources; Determine applicability to the Town; Apply as needed
Measurement	Decisions made on whether to apply for a particular grant; Number of Expressions of Interest (EOIs) or grant applications prepared and submitted
Timing	FY2024
Status Update	Decided to apply for a small grant for landscaping for DeMarco Park which was not awarded; Completed an Expression of Interest (EOI) for a Municipal Vulnerability Program (MVP) grant with Brockton for DW Field Park roads and stormwater

GOAL #4	Support Planning Board and Zoning Board
Objective	Support the Planning Board and Zoning Board of Appeals as needed
Measurement	Analytic work products as required
Timing	Through FY2024
Status Update	Developed a chart of Chapter 40B projects and their status; Contributed to an OCPC analysis of whether the Town might qualify for a safe harbor exemption from Chapter 40B requirements



GOAL #5	Special Projects
Objective	Assist the Town Administrator with special projects as needed
Measurement	Review and comment on projects, their plans and implementation
Timing	FY2024
Status Update	Prepared presentation for SB on options for 68 East Main St parcel; Comments made on Town Hall requirements; Prepared a draft business case for wastewater management for commercial and industrial properties

FY25 Goals

GOAL #1	Support Planning Board and Zoning Board
Objective	Support the Planning Board and Zoning Board of Appeals as needed
Measurement	Review and comment on projects, their plans and implementation
Timing	Through the FY2025

GOAL #2	Grant Administration
Objective	Administer any awarded grants assigned to Town Planner
Measurement	Timely payment of invoices; timely review and comment on contractor work products; Support review and comment by town stakeholders on delivered work products and their resulting action items for the Town
Timing	FY2025

GOAL #3	Special Projects
Objective	Assist the Town Administrator with special projects as needed
Measurement	Analytic work products as required
Timing	FY2025



GOAL #4	Grant Planning
Objective	Monitor availability for grants from state, federal and other sources; Determine applicability to the Town; Apply as needed
Measurement	Decisions made on whether to apply for a particular grant; Number of Expressions of Interest (EOIs) or grant applications prepared and submitted
Timing	FY2025

GOAL #5	By-Law review
Objective	Consider and propose changes to bylaws and zoning map changes resulting from master planning and deliberations of Planning Board
Measurement	Prepare and present briefings on potential bylaw and regulatory changes to determine any stakeholder support for such changes; Prepare presentations to facilitate stakeholder input; Draft formal proposed bylaw language
Timing	Through the FY2025

Trends/Metrics

Description	FY2022	FY2023	FY2024 (2 nd Qtr.)	FY2025 (Target)
	N/A	N/A	N/A	
Number of presentations given to Town Stakeholders	N/A	N/A	N/A	2
Number of grants applied for	N/A	N/A	N/A	2

Budget

Account Description	FY2023 Budget	FY2024 Budget	FY2025 Proposed Budget	\$ Variance	% Variance
Town Planner-Personnel Services	-	40,000	76,500	36,500	91.25%
Town Planner-Expenses	-	-	17,650	17,650	100.00%
Total	-	40,000	94,150	54,150	135.38%



Public Safety





Police

Contact	Phone & Email	Location
Jeffrey J. Bukunt Police Chief	(508) 583-6677 jbukunt@avon-ma.gov	Police Department 86 Fagan Drive

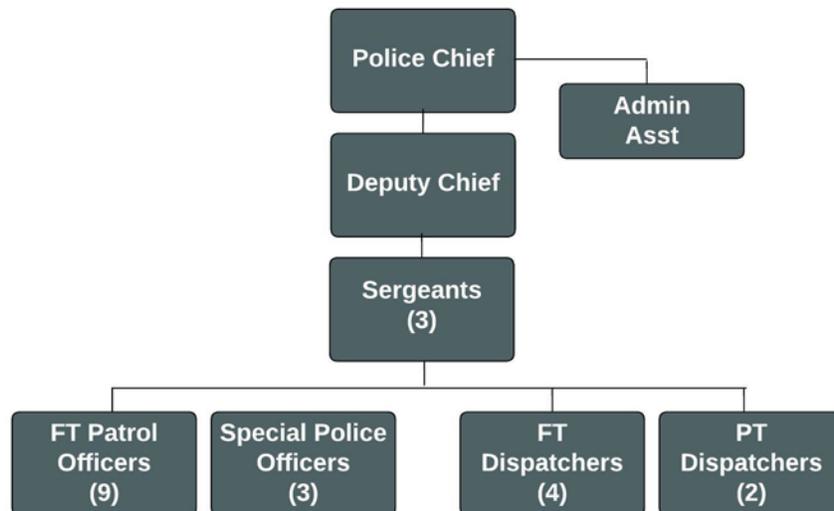
Mission Statement & Departmental Activities

The mission of the Avon Police Department is to reduce crime and enhance the quality of life for all, through a partnership with our citizens.

Brief Description of the Department

The Avon Police Department is a full-service law enforcement agency providing police service to those who live, work or travel through Avon. The department is presently staffed by the Chief of Police, Deputy Chief of Police, (3) Sergeants and (9) FT patrol officers and 3 Special Police officers. The department has an assigned school resource officer and other specialized assignments within the patrol division. The department is presently engaged in a recruiting / hiring program, implementing a body worn camera program and in the self-assessment phase of becoming accredited through the Massachusetts Accreditation Commission.

Organizational Chart





FY23 Accomplishments

- Initiation of the self-assessment phase of the police accreditation process through the Ma. Police Accreditation Commission
- Initiation of a Body Worn Camera program, funded in part by a Commonwealth of Massachusetts Office of Grants and Research (OGR), through the Executive Office of Public Safety and Security
- Hiring of a lateral transfer patrol officer
- Growth and development of our social media footprint and community outreach / communications

Further information can be found on the Police Department website, [Avon Police Department – Official Website \(avonmapd.com\)](http://AvonPoliceDepartment-OfficialWebsite(avonmapd.com)).

Year in Review



The Police Department participated in outreach at local schools throughout the year, which also included special events such as field trips, Special Olympics, Trunk or Treat, school safety seminars, the summer school program, sporting events, etc. Officers also engaged in outreach in our local business community, the Council on Aging, the Holiday Celebration at Demarco, Memorial Day Parade, the Passport to Avon Program and the Purple Heart Ceremony.

Members of the department engaged in a number of charitable programs and events. The *No Shave November* program allowed officers to encourage community awareness of children who are fighting cancer. Significant donations are made annually by our members and supporters to the Cops for Kids with Cancer charitable organization. This year, Police department members also initiated the

first toiletry collection drive for domestic violence victims and residents of domestic violence shelters, in partnership with Family and Community Resources Inc., and the Love Life Now Foundation. The Department also partnered with the Massachusetts Military Support Foundation at Gillette Stadium to support the "Coats for Vets" initiative. The donated winter clothing provided safety and comfort for veterans as well as created opportunities for law enforcement to connect and thank our service members.

In 2023, a Body-Worn Camera Program funding grant was applied for and received through the Massachusetts Executive Office of Public Safety and Security, to equip our officers with body-worn cameras. Police body-worn cameras are believed to improve the civility of





police-citizen encounters and can enhance citizen perceptions of police transparency and legitimacy. They provide an objective record of interactions between police officers and the public, can serve as a crime deterrent at times, and serve as a helpful tool for managing incidents and documenting evidence.

In March, a department Awards Ceremony was held during a Select Board meeting. Sergeant Fernald and Officers Dombrosky and Donovan received Commendations for Life Saving in connection with a call involving a suicidal subject. The officers were recognized for their quick and decisive actions and immediate intervention in preventing a tragic outcome.



Officers Guillaume and Donovan, as well as Dispatcher Robert Burke also received Commendations for Life Saving in connection with a medical emergency involving a victim who was not breathing. Officers performed cardiopulmonary resuscitation, following Dispatcher Burke providing emergency medical directions to the reporting party via telephone. As a result of the officers' actions a tragic outcome was prevented, and the victim survived.

Officer Stephen Stenstrom received the department's Outstanding Performance Award for his proactive policing, work ethic and profound and positive impact in the community. Officer Stenstrom works with a focus on the broader underlying forces at work that may be driving crime and disorder. In addition, his high visibility enforcement of traffic safety laws has positively impacted roadway safety by reducing dangerous driving behaviors.

The Police department, working in partnership with the Council on Aging and Fire Department, initiated the *Safe Return* program designed to help first responders locate individuals prone to wandering and becoming lost. As part of the new program, a registry was launched for residents with Alzheimer's, Dementia or other memory loss disorders or cognitive disabilities that may require special attention from first responders. The program was designed to help create a safer community for vulnerable residents. The registry will provide the Council on Aging, police, and fire departments with access to critical information about individuals in the event that they wander from their residences.

Officer Leandra Denicola was sworn-in as an Avon Police Officer. Denicola earned an associate degree in criminal justice from Quincy College and a bachelor's degree in criminal justice from Curry College. She began her career in public safety in East Bridgewater as a public safety dispatcher and special police officer. Denicola is a 2023 graduate of the MPTC Randolph Police Academy.



The Police department continues to actively recruit and work toward filling officer vacancies that have resulted from retirements or other departures. The town voted to separate from Civil Service at the recommendation of the Police Chief and Select Board. The Avon Police Union, inclusive of officers and first-line supervisors, formally supported this decision. New hiring and promotional policies were created and implemented. The first Avon Police officer entrance exam was administered in December, which resulted in a large pool of diverse candidates. Primary and secondary oral boards were conducted at the department, and three candidates were selected for conditional offer at the time of this report. As a department, we were very pleased with the new process and optimistic that this will allow us to maintain full staffing, while selecting the very best candidates to serve our community as a professional, ethical, and effective law enforcement agency.

The Police department initiated the preliminary phases of attaining Accreditation, through the Massachusetts Police Accreditation Commission. Certification and Accreditation enhances an agency’s ability to deliver police services at the highest level of professionalism and integrity. Professional and ongoing training remains a priority at our department. Some of the training that our members received in 2023 included Criminal Law Update, Civil Rights training, Mental Health First Aid, Leadership training, Accreditation, Effective Interaction with the Deaf and Hearing Impaired, Criminal Justice Information System, Identifying Imposters, Field Training Instructor, Tactical Entry / Search, De-escalation, Managing Background Investigations, Implementing Faith-based Partnerships, Critical Incident Management System, Emergency Medical Dispatching, CPR, Firearms training and Active Attack Integrated Response training in conjunction with regional Firefighters / Paramedics.

Officers and supervisors also participated in an interactive virtual training simulator, hosted by trainers with the Norfolk County Sheriff’s Department. Through the use of electronic headgear and tactical vests / equipment, officers were tasked with handling a variety of job-related live scenarios or “calls for service”.

FY24 Goal Updates

GOAL #1	Hiring Additional Police Officers
Objective	The department seeks to reach full staffing of sworn officers
Measurement	Presently budgeted for 17 sworn officers
Timing	We would like to hire / replace future vacancies within 6 month
Status Update	The department will be offering an exam in December 2023

GOAL #2	Hiring /Filling vacancies for Public Safety Dispatcher
Objective	The department seeks to reach full staffing of PS Dispatchers
Measurement	Presently budgeted for 5 FT Public Safety Dispatchers
Timing	This is an ongoing process
Status Update	We would like to reach full staffing in 6 months



GOAL #3	Increase number of available per diem PS dispatchers
Objective	The department seeks to increase per diem staff from 2 to 4
Measurement	Increase of staffing
Timing	The department would like to increase staffing within 12 months
Status Update	This is an ongoing process

GOAL #4	Implement Body-Worn Camera Program
Objective	Train and Equip patrol officers and first-line supervisors w/BWC
Measurement	Carry out training and equipment to meet objective
Timing	The department would like to accomplish within 8 months
Status Update	BWC equipment has been received. Conducted Impact Bargaining with Police Union Policy drafted Training begins in December 2023

GOAL #5	Ascertain MA Police Accreditation
Objective	Gain Accreditation through Commission
Measurement	Accomplish multiple phases
Timing	Department would like to complete in 8-12 months
Status Update	Presently completing milestones in self-assessment phase

FY25 Goals

GOAL #1	Research Traffic Safety Cameras
Objective	Identify needs and explore capabilities
Measurement	Successfully identifying and choosing traffic cameras
Timing	FY2025

GOAL #2	Replace cruiser computers / printers
Objective	Replace 3 of 5 units that have reached EOL
Measurement	Previous T & E resulted in identification of desired equipment
Timing	FY2025



GOAL #3	Replace in-cruiser fixed radar units
Objective	Replace 5 units
Measurement	Successfully identifying and selecting equipment
Timing	FY2025

Trends/Metrics

Description	FY2022	FY2023	FY2024 (2 nd Qtr.)	FY2025 (Target)
Calls for service	9143	9662	TBD	TBD
Larceny	46	52	TBD	TBD
Burglary – residential	15	3	TBD	TBD
Burglary – motor vehicle	14	15	TBD	TBD
Fraud	17	23	TBD	TBD
Community Policing activity	160	152	TBD	TBD
Vehicle Stops	817	1747	TBD	TBD
Vehicle crash investigations	445	497	TBD	TBD
Arrests – custodial	44	67	TBD	TBD
Arrests – criminal complaint	62	139	TBD	TBD

Budget

Account Description	FY2023 Budget	FY2024 Budget	FY2025 Proposed Budget	\$ Variance	% Variance
Police-Personnel Services	2,048,513	2,241,086	2,274,083	32,997	1.47%
Police-Expenses	256,773	277,392	313,692	36,300	100.00%
Dispatch-Personnel Services	365,439	404,414	431,139	26,725	100.00%
Total	2,670,725	2,922,892	3,018,914	96,022	3.29%



Fire

Contact	Phone & Email	Location
Kevin P. Partridge Interim Fire Chief	508-583-5361 kpartridge@avon-ma.gov	Fire Department 150 Main Street

Mission Statement & Departmental Activities

“Our goal is to provide the highest quality fire suppression, fire prevention, public education, and emergency medical service to the community with the resources available to us. Also, we will ensure a safe and enlightened work environment for our most valuable asset, the employees whose efforts and contributions are not only recognized, but also appreciated.”

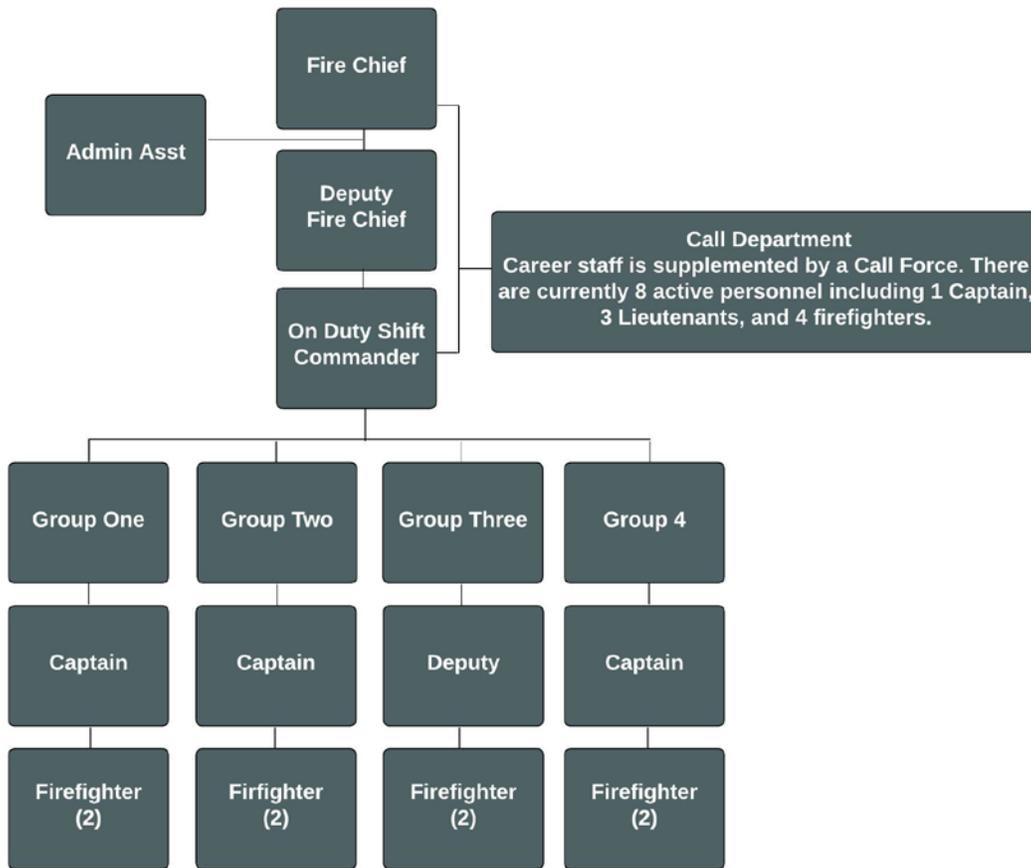
Brief Description of the Department

The Avon Fire Department is a combination career and call emergency services organization that delivers fire, rescue, and emergency medical services to the Town. The department is currently staffed with 13 career personnel, who perform firefighting, rescue, and emergency medical care duties, and fire prevention functions. This includes the Fire Chief, Deputy Chief, three captains, and 8 firefighters. The career staff is supplemented by a call force with an authorized strength of 12 personnel, which is currently at 6 personnel, 1 captain, 3 lieutenants, and 2 firefighters.





Organizational Chart



FY23 Accomplishments

- As part of the new Safe Return program, Avon officials launched a registry for residents with Alzheimer’s, Dementia, or other memory loss disorders or cognitive disabilities that may require special attention from first responders. The program aims to help create a safer community for vulnerable residents. The registry will provide the Council on Aging and Police and Fire departments with access to critical information about individuals in the event that they wander from their residence. The registry includes emergency contact information, a detailed physical description, known frequented places, favorite local attractions, and other pertinent information to help first responders know where to look immediately. Avon Safe Return forms may be picked up at the Police Station, 86 Fagan Drive, or Avon Council on Aging at the Town Hall, 65 E Main St. The form can also be downloaded from the [Avon Police website](#). Those interested in signing up for the registry must fill out the Safe Return Form with all mandatory fields completed and provide a recent photograph of the individual. Completed forms and photos can be emailed to Sheri Carney at scarney@avon-ma.gov.



- New Engine 3, a Pierce Enforcer pumper, was placed in service replacing a 1989 E-one Hush pumper. The cost of the new vehicle was \$532,000 and will provide a modern, reliable, and safe truck for personnel to respond in. All personnel were trained on the operation of the vehicle, with new pump technologies.
- The department placed in service a 2023 Chevrolet 2500 as the new Car 3 and replaced a 2007 F-250. Car-3, which functions as the Shift Commanders vehicle and is used for responses to incidents, inspections, fire drills, drug replacement at hospitals, command post, and other routine and emergency responses.

Year in Review

“As Fire Chief, I am proud of all the members of the Fire Department. They do an excellent job of delivering services to the community. Thank you to all the department members for your time and their service to the Town.”

“Thank you to the residents of Avon for supporting the new Fire Station.”

“Nancy Boyd, who has served in the fire department as the Administrative Assistant since 2008, was recognized for working for the Town of Avon for 40 years. We congratulate and thank Nancy for her many years of service.”

The Fire Department responded to 1527 incidents in 2023. The department handled 1000 medical related and rescue calls, which constituted 65.49% of the total; 63 fires including mutual aid fire calls for 4.12% of the total; 134 motor vehicle accidents with injuries for 9% of the total, and 44 motor vehicle accidents with refused treatment or no injuries for 3% of the total, 55 motor vehicle lockouts for 3.6% of the total; 66 alarm activations for 4.3% of the total and 316 for all other assistance calls for 20.7%. Of the 1000 Rescue & EMS calls, 879 call were medical emergencies and 700 were transports, 79.6% were transports, with March and December being the two busiest months, and the busiest times for calls for service was between the hours of 8:00 am and 8:00 pm. Mondays, Wednesday and Saturdays were the top three days for EMS calls, with Sunday being the lightest day. The department needed mutual aid from neighboring

Incident Type Group	Incidents
100 – Fire	63
200 - Overpressure, Rupture, Explosion, Overheat (No Fire)	2
300 - Rescue & EMS	1000
400 - Hazardous Condition (No Fire)	36
500 - Service Call	144
600 - Good Intent Call	122
700 - False Alarm	155
900 - Special Incident	5
	1527



town for 63 ambulance calls, where our ambulance was on a call already and the second ambulance was not available.

The Fire Department had several projects underway in 2023. Engine 3 was replaced in 2022 using a “stock truck” program that allowed us to get the engine we needed at a good price and with quick delivery, work continued this past year on equipping the truck. The replacement of Car 3 finally came in, a 2023 Chevy 2500 pick-up truck was placed in service. Several members of the department work diligently to build out the rear compartment and mount all the equipment.

The new Fire Sation is working out great. Cost increases, both related to inflation, and to the new building are impacting the department’s expense budget. In 2023 insulation and heating was added to the rear building (St.#2) to keep vehicles in the building with water ready to respond.

It will take a few years to fully document the cost associated with the new building, particularly the new heat. We are working diligently to operate the department in the most efficient manner possible. The new building has proven to be a huge benefit. The department now has space for proper decontamination and storage of equipment, safe crew space, and proper training space.

Further information can be found on the Town website via the Fire Department webpage, [Avon Fire Department – Official Website \(avonfd.com\)](http://Avon Fire Department – Official Website (avonfd.com)).

FY24 Goal Updates

GOAL #1	Training Accomplishments
Objective	Newest FF to complete Massachusetts Fire Academy
Measurement	Graduation
Timing	April 2024
Status Update	Begins February 5, 2024

GOAL #2	Assistant to Firefighters Grant Application
Objective	Apply for FY2024 Assistance to Firefighters Grant (AFG)
Measurement	Successfully completing the grant application by deadline
Timing	No release date issued yet
Status Update	Preparing information and quotes for grant



GOAL #3	Application for FY2024 Staffing for SAFER Grant
Objective	Apply for FY24 Staffing for Adequate Fire and Emergency Response (SAFER)
Measurement	Successfully completing the grant application by deadline
Timing	No release date issued yet
Status Update	Preparing information for the grant

GOAL #4	Tower Rehab Project
Objective	Complete the rehab of Tower
Measurement	Work in progress, assess the completed work
Timing	To be completed by December 2023
Status Update	Punchlist being completed with company

GOAL #5	Portable Radio Battery Updates
Objective	Update all portable radio batteries
Measurement	Purchase, and place in service
Timing	December 2023
Status Update	Batteries purchased and placed in service

FY25 Goals

GOAL #1	New Car Purchase
Objective	Purchase new Car 2
Measurement	Upon completion of the purchase and placing it in service. Need to acquire quotes, and submit article for capital request for ATM, make purchase and place in service
Timing	Include in Capital budget, put on ATM , order in July



GOAL #2	Personnel Fitness Testing
Objective	Fit test all personnel
Measurement	This will be successful once the fit test of all personnel is done
Timing	Complete by September 1, 2024

GOAL #3	Call Firefighter Hiring Goals
Objective	Hire new call firefighters
Measurement	Upon completion of the hiring and testing process of the call FF's will this goal be achieved
Timing	Begin early 2024 advertising, complete on-boarding by September 2024, training by March 2025

GOAL #4	Vehicle Service & Maintenance Assessments
Objective	Complete an assessment of all vehicle service and routine maintenance, develop a schedule
Measurement	Upon completion of a comprehensive list of vehicle service requirements, and implementation of service schedule
Timing	Complete assessment by September 2024, implement service schedule by October 2024

GOAL #5	Hire Assistant Fire Chief
Objective	Hire a new Assistant Fire Chief
Measurement	Upon creation of a AFC job description, advertisement, assessment process, hiring, and on-boarding process, this goal will be achieved and completed
Timing	Advertise July 2024, hiring process Aug-Sept, 2024, on boarding October 2024 for new AFC



Trends/Metrics

Description	FY2022	FY2023	% increase FY23 over FY22	FY2024 (as of 10-31-23)
Total Incidents	1513	1590	5.09 %	577
EMS Responses	1030	1084	5.24 %	373
EMS Transports	880	914	3.86 %	308
Ambulance Revenue	\$303,481.99	\$359,826.16	18.56%	\$123,480.65

Budget

Account Description	FY2023 Budget	FY2024 Budget	FY2025 Proposed Budget	\$ Variance	% Variance
Fire-Personnel Services	1,575,809	1,744,846	1,940,115	195,269	11.19%
Fire-Expenses	226,575	284,400	297,800	13,400	100.00%
Local Emergency Plan-Expenses	10,000	10,000	10,000	-	100.00%
<i>Total</i>	<i>1,812,384</i>	<i>2,039,246</i>	<i>2,247,915</i>	<i>208,669</i>	<i>10.23%</i>





Building & Department of Public Works





Building Inspector

Contact	Phone & Email	Location
Robert C. Borden Building Commissioner	508-588-0414 ext.1022 rborden@avon-ma.gov	Town Hall 65 East Main Street

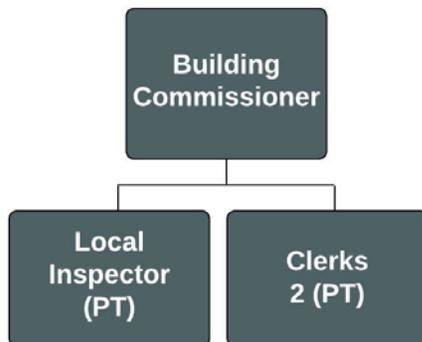
Mission Statement & Departmental Activities

The mission of the Department is to provide clear and concise information regarding zoning and building throughout the Town of Avon. It has been the department's goal and responsibility for the 19 years I have been Building Commissioner to assist residents, businesses, developers, and contractors with the most accurate and insightful information to assist them in planning and completing whatever project they envision. Though too many persons think the Building Department and its staff are there to stymie their desired goals, the reality is we, myself, and my staff, are here to insure the safety of all residents, owners, employees, shoppers, and visitors to the town of Avon.

Brief Description of the Department

A one-person department with part-time clerical staff and one extremely part-time assistant inspector who covers the necessities of the office in my prolonged absences.

Organizational Chart



FY23 Accomplishments

- I do not judge my personal performance by accomplishments which may or may not enhance activity in the Town Hall. I measure success by achieving a safe, completed construction projects with minimal inconvenience to the owner, occupant, or developer
- I take great pride in being told that without my guidance and assistance a construction project may



- not have come to fruition or has been completed in a timelier fashion than had been anticipated
- I make a concerted effort to consider the input of my coworkers in permitting decisions over which I have jurisdiction

Year in Review

“It has been a pleasure to serve as Building Inspector...”

“I wrote that as the opening of my first report submitted to the Town for the year 2005. The sentiment remains the same after 19 years as the “Building Inspector” now “Building Commissioner” for the town of Avon. This will be my final report as the head of the Avon Building Dept. as I will retire before the next Annual Report is written.”

“As I have said many times over the years, I sincerely wish to thank the residents, owners, businesses, and employees of the Town of Avon for their cooperation and support. I have spent the past 19 years trying to do my best for all of those who have had occasion to require the assistance or guidance of the Building Dept.”

The activities of the department have increased nearly three-fold over the period of my tenure; from issuing about 100 permits in the year 2005 at a value of \$65,000 to nearly 300 in 2023 at a value of \$197,000.

Building Dept. Activity for the Calendar Year 2023

- Residential permits issued 201
- Commercial permits issued 76
- Miscellaneous: Certificates, Mechanical & Zoning permits issued 70

	Construction Value	Fees collected.
• Residential Value/Fees	\$4,500,000.00	\$64,900.00
• Commercial Value/Fees	\$7,762,500.00	\$126,300.00
• Miscellaneous Fees		\$6000.00
Total Construction Value	\$12,262,500.00	
Total Fee Collected		\$197,200.00



Wiring, Plumbing & Gas Inspections Summary

Report of the Wire Inspector

The following is my report for electrical permits issued from January through December 2023:

- Permits issued 164
- Total fees collected \$54,972.21

I wish to thank the Alternate Wire Inspectors, Fire Chief, Building Inspector, and the Town Clerk's office for their cooperation.

Respectfully submitted, Dennis Collum, Wire Inspector

Report of the Gas Inspector

The following is my report for gas permits issued from January through December 2023:

- Permits issued 63
- Total fees collected \$2,705.00

I wish to thank Alternate Gas Inspectors Brian Campbell, the Town Clerk's office, Fire Chief and the Building Department for their cooperation and help.

Respectfully submitted, Alexander Campbell, Gas Inspector

Report of the Plumbing Inspector

The following is my report for plumbing permits issued from January through December 2023:

- Permits issued 54
- Total fees collected \$7,068.00

I wish to thank Alternate Plumbing Inspectors Brian Campbell, the Fire Chief, Building Inspector and the Town Clerk's office for their cooperation.

Respectfully submitted, Alexander Campbell, Plumbing Inspector

Further information can be found on the Town website via the Building Department webpage, [Building Department | Avon MA \(avon-ma.gov\)](https://www.avon-ma.gov/building-department).



FY24 Goal Updates

GOAL #1	Recordkeeping
Objective	Sort dept records to individual addresses
Measurement	Industrial records completed
Timing	Late Summer or Fall
Status Update	Process is ongoing

GOAL #2	Digitize Records
Objective	Digitize department records
Measurement	Initiate scanning of archived documents into an easily searched data base
Timing	After January 1, 2024
Status Update	Base program has not been created to accept scans

GOAL #3	Computerize Inspections
Objective	Computerize inspections
Measurement	Field inspector will have notebook to record inspections
Timing	Notebooks were requested in 2025 budget
Status Update	Budget request now with Town Administrator and Select Board

GOAL #4	Succession Planning
Objective	Ensure replacement is here to do a FULL-TIME job
Measurement	Replacement takes Commissioner's job with a full-time commitment
Timing	Summer into Fall
Status Update	Replacement is likely present part-time assistant

FY25 Goals

GOAL #1	Retirement
Objective	Retire
Measurement	My replacement will be here, I may be doing limited inspections part-time
Timing	Late Summer or Fall



GOAL #2	Digitize Records
Objective	Continue digitizing records
Measurement	Digital filing system for Industrial/commercial properties will have been established. Permits and documents will be scanned into the folders
Timing	This is a multi-year project; thousands of pages of documents and plans must be scanned. The sorting of the records for industrial/commercial documents is nearly complete

GOAL #3	Sort Residential Documents
Objective	Begin sorting residential documents
Measurement	The sorting will be alphabetical by streets and individual addresses, the further into the alphabet the better
Timing	This project for documents only is expected to take at least 1 year

GOAL #4	Digitize Residential Plans
Objective	Scan residential plans into the digital filing system
Measurement	This will only begin if the document record scanning is completed, or additional help is assigned to the task
Timing	Uncertain, late FY2025

Trends/Metrics

The trends/metrics below reflect the calendar year 2023.

Description	CY2022	CY2023	CY2024 (2 nd Qtr.)	CY2025 (Target)
Total Permits by calendar year	380	370	321	350 total permits
Industrial/commercial permits	71	74	68	TBD
Residential permits	228	208	181	TBD
Mechanical/sheet metal permits	13	17	11	TBD
Certificates of Inspection/Occupancy	51	45	45	TBD
Miscellaneous	17	26	16	TBD



Budget

Account Description	FY2023 Budget	FY2024 Budget	FY2025 Proposed Budget	\$ Variance	% Variance
Building Inspector-Personel Services	108,508	138,636	175,274	36,638	26.43%
Building Inspector-Expenses	11,030	15,285	17,570	2,285	100.00%
Gas Inspector-Personnel Services	10,876	10,876	13,500	2,624	100.00%
Gas Inspector-Expenses	600	600	800	200	100.00%
Plumbing Inspector-Personnel Services	10,876	10,876	13,500	2,624	100.00%
Plumbing Inspector-Expenses	600	600	800	200	100.00%
Wire Inspector-Personnel Services	20,800	20,800	25,500	4,700	100.00%
Wire Inspector-Expenses	1,200	1,200	1,600	400	100.00%
Total	164,490	198,873	248,544	49,671	24.98%



Department of Public Works

Contact	Phone & Email	Location
Brian Martin DPW Director	508-588-0414x1024 bmartin@avon-ma.gov	Town Hall 65 East Main Street

Mission Statement & Departmental Activities

The Department of Public Works mission is to support and enhance the quality of life for the Town’s residents, businesses, and visitors by providing dependable, well planned, highly responsive, high quality, environmentally sensitive, cost-effective infrastructure, and services to promote public health, personal safety, transportation, and economic growth.

Brief Description of the Department

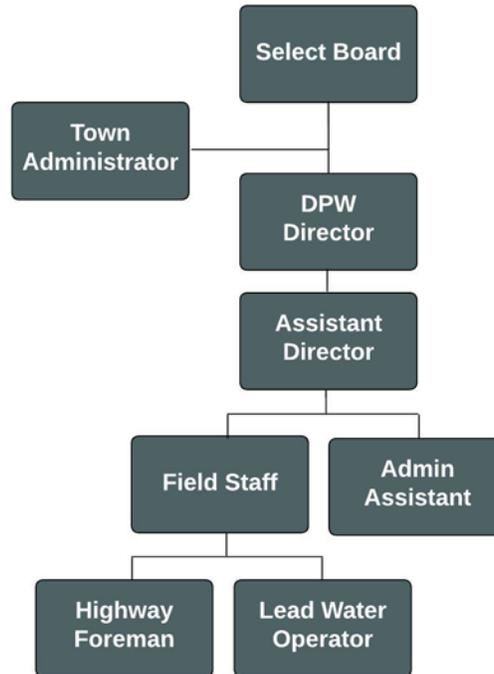
The Department of Public Works is responsible for the operation and maintenance of the Town’s infrastructure in the areas of streets, sidewalks, storm drains, snow, and ice operations, as well as maintenance of certain Town owned buildings, vehicles, equipment land and cemeteries. General duties include:

- Oversees public construction projects
- Reviews private development projects for impact on the Town’s infrastructure; overseas construction of is proposed to become public infrastructure
- Develops, writes, and manages grants related to physical improvement to the community
- Capital planning, particularly as relates to water, roads, drainage, and other public infrastructure





Organizational Chart



FY23 Accomplishments

- Developed in-house mechanic capabilities and equipment
- DeMarco Park – Received \$333,500 grant for the reconstruction of the park, including meeting accessibility requirements. Work can begin
- Central/Reservoir Street reconstruction – 3rd phase completed, resulting in reconstruction from the northerly Avon Stoughton line to the southerly Avon/Brockton line
- Gill and Rock Streets - \$1M MassWorks grant to reconstruct both streets, including culverts
- Master Plan Grant - \$150,000 grant to create first comprehensive plan for the Town in 20 years
- PFAS lawsuit – Town signed up in class action lawsuit against AFFF manufacturers
- MassTrails grant of \$97,550 received for trail system in the land behind DeMarco Park
- Interconnect – DEP grant received for 3rd phase of evaluating interconnects with Brockton and Stoughton. This phase is for legal work around an emergency interconnect Intermunicipal Agreement
- Town Hall sidewalks – Inherited Mass Office of Disability project with 6/30/23 deadline; met schedule and was able to add automatic door openers
- Town Planner – Initiated request in DPW budget to assist with projects such as:
- DW Field Park – submitted \$1.455M grant for 30-acre land acquisition off South Street, adjacent to DW Field Park. One project an outgrowth of the multigroup DW Field Park Initiative



ACCOMPLISHMENT SPOTLIGHT

Municipal Vulnerability Program Grant Award

Avon received \$1,455,350 from the State, which is the 6th highest award out 79 awards Statewide. The project is matched with \$445,250 from the Wildlands Trust through an anonymous foundation to purchase 30 acres off South Street adjacent to DW Field Park.



Municipal Vulnerability Program Grant Award

“Sand for Seniors” is a continuous program organized by the Council on Aging with the Norfolk County Sherri’s office. The DPW provides salted sand and delivery. It is very rewarding for us to be able to make this small contribution to the program.



Further information can be found on the DPW website, <https://www.avon-ma.gov/departement-public-works>.

The Town of Avon extends congratulations to DPW Director, Bill Fitzgerald, Jr. and DPW Foreman, Peter Marinelli on their retirements!



DeMarco Park Rehabilitation Ceremony (Left) & New Hook lift Multi-Use Vehicle (Below)





FY24 Goal Updates

GOAL #1	Manage Town and Grant Funded Construction Projects
Objective	Oversee design and bidding construction of various projects. Projects include Highland Park water and roads, Gill and Rock, DeMarco Park reconstruction, DeMarco Park Trails
Measurement	Meeting schedule and budget
Timing	Varies by project
Status Update	Varies by project

GOAL #2	Master Plan
Objective	Start and complete through UMass
Measurement	Community involvement, draft, and final plans
Timing	Substantially complete by 6/30/24
Status Update	On schedule

GOAL #3	DW Field Park/Municipal Vulnerability Program Grant
Objective	Acquire ~30 acres of land adjacent to DW Field Park, complete other grant requirements; seek Phase 2 MVP grant
Measurement	Project completion (application)
Timing	FY24 MVP grant by June 30, 2024, FY25 due Spring 2024
Status Update	Authorization for land purchase proceeding

FY25 Goals

GOAL #1	Manage Town and Grant Funded Construction Projects
Objective	Seek Town Meeting and other funding for capital projects. Design, bid, manage construction
Measurement	If appropriated/funding awarded
Timing	Depends on project
Status Update	FY25



GOAL #2	DW Field Park Initiative/Projects
Objective	Continue to work with Brockton and the DW Field Park Initiative on potential resources for improvements to DW Field Park in Avon and Brockton
Measurement	Tracking potential projects and funding
Timing	FY25, multiyear
Status Update	Fill status update

GOAL #3	Route 28/Spring Streets/Harrison Intersection (MassDOT)
Objective	Advocate moving to next level of design
Measurement	Tracking, number of communication with MassDOT, delegation, etc.
Timing	Multiyear
Status Update	25% design 75% submittal

Trends/Metrics

Fiscal Year Metrics

Description	FY2022	FY2023	FY2024 (11/8/23)	FY2025 (Target)
Grants Obtained	\$1,161,250	\$2,076,242	\$1,613,810	
Street Opening Permits	18	19	13	Market demand
Trucks	12	13	14	
Heavy Equipment	3	5	5	
Other Maintenance Equipment	9	9	9	
Snow Callouts - Treatment Only	8	8		
Snow Callouts—Treatment and Plowing	12	2		

Calendar Year Metrics where Fiscal Year metrics are not available.

Description	CY2021	CY2022	CY2023 (11/9/23)	CY2024 (Target)
Centerline Road Miles	29	29	29	29



Budget

Account Description	FY2023 Budget	FY2024 Budget	FY2025 Proposed Budget	\$ Variance	% Variance
DPW-Personel Services	864,777	938,418	983,389	44,971	4.79%
DPW-Expenses	597,826	598,726	685,526	86,800	100.00%
Tree Warden-Personnel Services	1,000	1,000	1,000	-	100.00%
Tree Warden-Expenses	18,000	18,000	18,000	-	100.00%
Snow & Ice-Personnel Services	8,000	8,000	8,000	-	100.00%
Snow & Ice-Expenses	92,000	92,000	92,000	-	100.00%
Street Lighting-Expenses	100,000	100,000	110,000	10,000	100.00%
Total	1,681,603	1,756,144	1,897,915	141,771	8.07%



Water Operations

Contact	Phone & Email	Location
Brian Martin DPW Director	508-588-0414x1024 bmartin@avon-ma.gov	Town Hall 65 East Main Street

Mission Statement & Departmental Activities



The Department of Public Works oversees and operates Avon’s Water Division, which is responsible for the treatment, quality control, and distribution of public drinking water. The Department is committed to providing citizens with water that meets or surpasses all state and federal drinking water standards.

Brief Description of the Department

The Water Division supplies and distributes potable drinking water to the residents and businesses located within Avon. The Division oversees both public and private water construction activities that connect to the municipal water supply. The division operates and maintains 42 miles of water main, 457 fire hydrants, two water storage standpipes, eight pumping stations, three water treatment plants, one water filtration plant, and one garage facility.

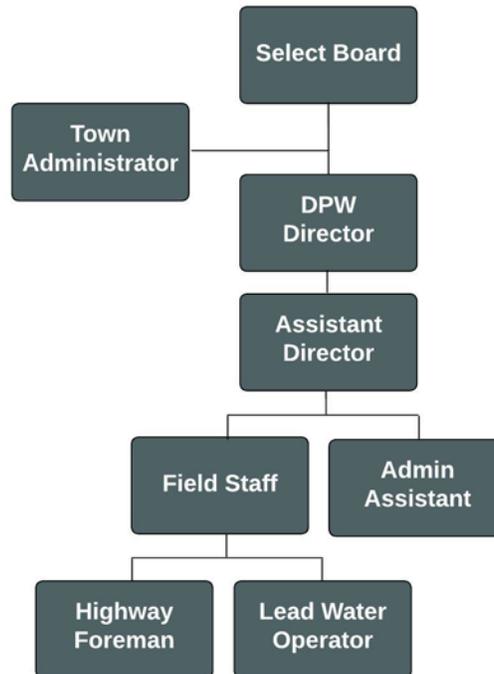
The water treatment plants disinfect and raise the pH of the groundwater after being pumped from groundwater wells. The disinfection process is chlorination, and the pH adjustment process is performed through the addition of potassium hydroxide. In 2008, a second water treatment process was performed, when the water filtration plant was completed. The filtration plant removes iron and manganese from the groundwater. General duties include:

- Water meter reading & billing, backflow testing & billing, investigation of high-water bills
- Water meter installation, leak detection, and water main flushing activities
- Final water reading requests for real estate transactions
- Emergency water repair support operations





Organizational Chart



FY23 Accomplishments

- Developed and received Town Meeting and Norfolk County approval for \$2.4M (\$1.3M ARAP and \$1.1M Town) for replacing Asbestos Concrete pipes in the Highland Park area of Town, as well as assisting in the water portion of the Rock Street MassWorks project.
- Filter Plant pH/corrosion control project – DEP approval received. Planned inhouse construction into 2024.
- Water system Cybersecurity Collaborative – Grant for water systems to work together to address increasingly complex and urgent cybersecurity needs. \$197,585, including \$70,000 for an Avon-specific pilot project.
- Water system fiber – \$158,000 grant





ACCOMPLISHMENT SPOTLIGHT

FEMA Grant Award for Drinking Water Interconnect Station

Avon received FEMA \$754,500 grant for drinking water interconnect station with Brockton and Stoughton: FEMA lists as showcase.

Avon’s Water System Named As One of the Best in Massachusetts

The Avon Water Division was one of 40 water districts in Massachusetts to earn recognition through the Public Water System Awards Program.



Further information can be found on the Water Division website, <https://www.avon-ma.gov/water-division-dpw>.



FY24 Goal Updates

GOAL #1	Regional Water and Sewer – Emergency and Long Term
Objective	Work with Town Administrator on alternatives. Short-term emergency interconnect agreement with Stoughton. Also, commission trailer mounted pump station; manage \$1M permanent interconnect station if final funding is approved
Measurement	Meeting schedule and budget. (multiyear)
Timing	Varies by project
Status Update	Varies by project

GOAL #2	Water System Upgrades
Objective	Initiate SCADA and fiber upgrades; Well #1 replacement
Measurement	Initiation
Timing	Late FY24 initiation
Status Update	Final specifications

FY25 Goals

GOAL #1	Regional Water and Sewer – Emergency and Long Term
Objective	Manage with Town Administrator as delegated. Seek additional funds to plan and implement (MassWorks, EDA, SRF, etc.)
Measurement	Manage emergency and long-term water and sewer with Town Administrator as delegated
Timing	FY25; multiyear
Status Update	FY25

GOAL #2	Water System Upgrades
Objective	Continue SCADA and fiber upgrades; Well #1 replacement
Measurement	Completion of upgrades
Timing	FY25 completion of SCADA/fiber; Well #1 Multiyear
Status Update	FY25, multiyear



Trends/Metrics

Fiscal Year metrics

Description	FY2022	FY2023	FY2024 (11/8/23)	FY2025 (Target)
Miles of Water Lines	36.8	36.8	36.8	Pending development

Calendar Year metrics where Fiscal Year metrics are not available.

Description	CY2021	CY2022	CY2023 (11/9/23)	CY2024 (Target)
Finished Drinking Water	140MGY	130MGY	106MGY	130MGY
Daily Average Water Use (GPD)	384,623	355,000	341,252	340,000
Max Day Water Use (GPD)	575,319	640,705	564,338	565,000
Unaccounted for Water %	20.9%	12.6%	Not avail yet	10%
Adj UAW	n/a	4.8%	Not avail yet	5%
Residential Gal per Capita per Day	49 RGPCD	49 RGPCD	Not avail yet	49 RGPCD
Backflow Device Tests	424	430	Not avail yet	430

Budget

The Water Department budget is combined with the DPW Department.



Human Services





Council on Aging

Contact	Phone & Email	Location
Jane Carthas Director	508-559-0060 jcarthas@avon-ma.gov	Council on Aging 65 East Main Street

Mission Statement & Departmental Activities

The mission of the COA Department is to recognize and understand the interests, needs, and concerns of the Town’s senior citizens. It is the COA’s commitment to develop, design, and implement programs, as well as educate the community about aging in place. The COA primarily provides information, referrals for services, and support to ensure dignity and independence of residents 60 and over and their care partners living in the community. The COA endeavors to maximize the quality of life and help our seniors live safely and in good health with socialization at its core.

Brief Description of the Department

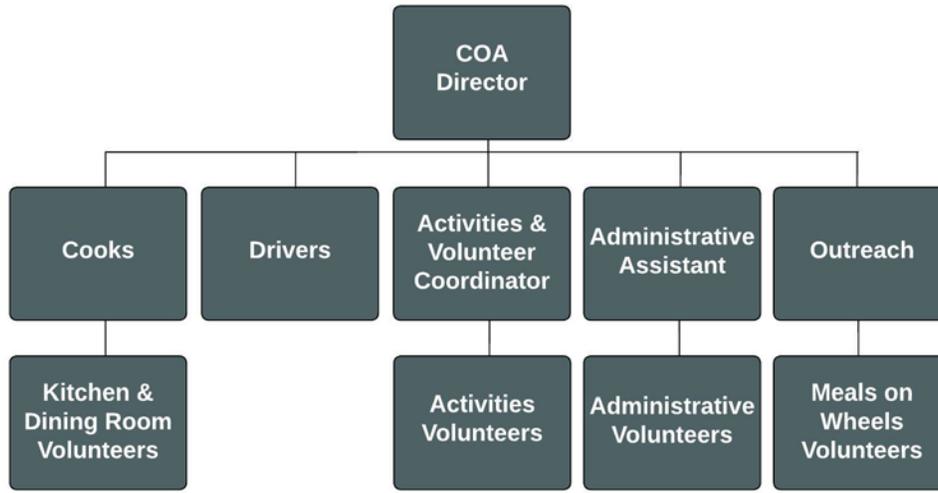
The Avon COA creates and hosts numerous programs to optimize the quality of life. We provide services, educational programs, medical assistance, and social activities to enhance the lives of seniors, people with disabilities, their families, and caregivers. Transportation is provided to those in need of rides to medical appointments, shopping, and daily activities. In total, 1,266 Avon residents are over 59+, there are 898 residents that are 59 -74, and 368 are over the age of 75.

2023 marked the 58th year of the Council on Aging (COA) in Avon. The COA offers activities, services, and programs that directly benefit residents that are 60 years old and above (also known as seniors, elders, or older adults) and their caregivers. It is the mission of the COA to understand and address the interests, needs, and concerns of our seniors. Educational, social, health, and wellness programs, transportation, advocacy, and meals are the focal points of our services.





Organizational Chart



FY23 Accomplishments

- Senior Tax Work-Off Program
- Sand for Seniors Program
- Replaced Smoke and CO2 Detectors
- Became a Dementia Friendly Community
- Provided more visible numbers to seniors
- Doubled our lunch volume
- Added social programs such as Bingo, Game Nights, Veterans Coffee Hour
- Increased outings and trips
- Updated kitchen equipment and improved lunchroom appearance



Year In Review

COA 2023 Statistics

- Outreach service units – 830
- Meals served at the COA – 3165
- Meals delivered to homebound seniors – 2769
- Rides provided – 1175
- Volunteer service hours – 1866





“Thank you to the seniors who participate in all our activities, our volunteers for their hard work and dedication, COA staff, all of which dedicate themselves to the seniors in the community, many of them working part time, for all they do every day; Town Hall Clerks, Department Heads, and various commissions, Boards and Committees who are supportive in many ways throughout the year; Avon Police & Fire Departments for keeping us safe and for their informational and supportive visits.”

“Thank you to our Select Board, Town Administrator, HR and Executive Secretary, Representative Galvin and Senator Brady for their support and understanding of our population and program needs and the Trustees of the Howard Fund who continue to fund many of our programs that help bring quality of life to our seniors.”

Further information can be found on the Town website via the Council on Aging webpage, [Council on Aging | Avon MA \(avon-ma.gov\)](https://www.avon-ma.gov/council-on-aging).

FY24 Goal Updates

GOAL #1	Memory Cafe
Objective	Establish Memory Cafe
Measurement	Taking practical steps toward offering a café
Timing	February 2024
Status Update	Securing venue, Exploring programs

GOAL #2	Social Programming
Objective	Increase Social Programs
Measurement	Researching additional programs to offer Avon’s seniors
Timing	May 2024
Status Update	Reviewing MCOA suggestions, securing cultural grants

GOAL #3	Program Collaboration with Other Town Departments
Objective	Develop programs utilizing other Town Depts, including High School, Library, Fellowship Housing
Measurement	Research and development of programs to offer
Timing	January 2023
Status Update	Contacting Dept heads



FY25 Goals

GOAL #1	Senior Fraud Education
Objective	Continue to educate seniors on fraud and scams
Measurement	Work with local Police on current trends effecting seniors
Timing	Monthly triad meetings

GOAL #2	Staff Training
Objective	Dementia training for staff and team
Measurement	Success will be retraining other individuals on Dementia
Timing	Working with MCOA on latest information

GOAL #3	Social Event Identification & Development
Objective	Social events
Measurement	Keep seniors active and involvement mentally with key speakers
Timing	Continual programs to educate
	Check with surrounding COA's to see what programs have had an impact on the seniors.

GOAL #4	Musical Programming
Objective	Increase music programs
Measurement	Seniors love music and signing
Timing	Schedule additional singo games
	ASAP

GOAL #5	Community Development
Objective	Make our seniors feel a vital part of the community
Measurement	Help with Town projects and ideas to improve our COA and other activities they would like to see in place
Timing	Arrange a group of volunteers to help their peers



Trends/Metrics

Description	FY2022	FY2023	FY2024 (2 nd Qtr.)	FY2025 (Target)
Nutrition	5055	5903	2094	6500
Health & Fitness	798	973	279	1200
Recreation/Entertainment	545	782	468	825
Trips	174	255	93	275
Classes/workshops	117	243	74	275

Budget

Account Description	FY2023 Budget	FY2024 Budget	FY2025 Proposed Budget	\$ Variance	% Variance
Council on Aging-Personel Services	225,163	211,691	229,800	18,109	8.55%
Council on Aging-Expenses	10,870	15,870	15,870	-	100.00%
<i>Total</i>	236,033	227,561	245,670	18,109	7.96%



Veterans' Services

Contact	Phone & Email	Location
Vincent Fontaine Veterans Services Officer (Shared position)	781-794-8217 781-794-8218 vfontaine@braintreema.gov	The Foster Veteran Center 30 Foster Rd. Braintree, MA 02184

Mission Statement & Departmental Activities

The mission of the Veterans' Services Department is to provide quality information, advocacy, and assistance for Federal and Massachusetts benefits for veterans and their dependents.

Brief Description of the Department

The Department of Veterans' Services aids with all Federal VA benefits and administers and oversees Chapter 115, a financial benefit for which veterans, spouses, and dependents may be eligible. The Veterans' Services officer also offers a helping hand to anyone in the community in need of guidance or assistance in matters relating to military service.



Organizational Chart





FY23 Accomplishments

- Districting with Braintree to provide better services for the veterans and their families

Further information can be found on the Town website via the Veterans' Services web page, [Veterans' Services | Avon MA \(avon-ma.gov\)](https://www.avon-ma.gov/veterans-services).



FY24 Goal Updates

GOAL #1	Outreach
Objective	To broaden our outreach to the veterans of Avon to provide them with the services that they have earned
Measurement	Reach more veterans
Timing	FY2024
Status Update	Ongoing

GOAL #2	Social Events & Support
Objective	To bring the veterans in our communities together for social events and support
Measurement	Increase number of social events and support opportunities
Timing	FY2024
Status Update	Ongoing

GOAL #3	Onsite Food Pantry
Objective	To establish an onsite food pantry
Measurement	Establishment of food pantry
Timing	FY2024
Status Update	Ongoing



FY25 Goals

GOAL #1	Transportation for Senior Veterans
Objective	Provide transportation for senior veterans to get to their VA appointments
Measurement	By providing transportation
Timing	FY2025

GOAL #2	Veterans' Day
Objective	Honor veterans on Veterans' Day with a ceremony
Measurement	Conducting a ceremony
Timing	FY2025

Budget

Account Description	FY2023 Budget	FY2024 Budget	FY2025 Proposed Budget	\$ Variance	% Variance
Veterans Services-Personnel Services	7,000	7,000	7,210	210	100.00%
Veterans Services-Expenses	39,300	39,300	46,700	7,400	100.00%
Total	46,300	46,300	53,910	7,610	16.44%



On Monday, August 7, 2023 - the town honored local Purple Heart recipients and recognized recognize the town's designation as a Purple Heart Community. The event was attended by Senator Galvin and a representative from Senator Brady, as well as members from the community and town hall staff. All those in attendance were invited to the Council on Aging for light refreshments.

First known as the "Badge for Military Merit," George Washington created the Purple Heart more than 240 years ago, making it the oldest U.S. military award. Today, we honor Purple Heart recipients and their loved ones for their service and sacrifice.








Board of Health

Contact	Phone & Email	Location
Ralph Jensen, Chair Robert Ogilvie, Clerk Jeffrey Tibnam, Member Kathleen Waldron, Health Agent	508-588-0414 x 1016 kwaldron@avon-ma.gov	Town Hall 65 East Main Street

Mission Statement & Departmental Activities

The mission of the Avon Board of Health is of Health is to protect, preserve, improve, and promote the health, wellbeing, and the environment of all our residents.

Brief Description of the Department

The Board of Health was established by state statue before the turn of the twentieth century. The Board



is made up of three (3) elected members who employ a health agent, administrative assistant, a public health nurse, a compost attendant, and a substance prevention coordinator for the Avon Coalition for Everyone’s Success (ACES). Together they ensure compliance with federal, state, and local regulations. These regulations maintain the safety of public health and the environment through field work, inspections, approval, and permitting of regulated activities, public education, and policy setting.

Board members are elected for a three (3) year term with no limit to the number of terms that they may serve. The board and staff administer the rules and regulations of the Commonwealth of Massachusetts and the Federal Government as set forth by the Massachusetts Department of Environmental Protection (DEP) in the areas of wastewater disposal, solid waste, recycling, noise, odor, and hazardous waste regulations. This also includes the Department of Public Health (DPH) through its community sanitation program in the areas of food protection, lead abatement, camps, pools, housing, infectious waste, tanning, infectious and contagious diseases, and the Food and Drug Administration (FDA) through the food protection program.

Through public meetings, the Board of Health can enact reasonable health regulations (pursuant to M.G.L. Chapter 111§ 31); and the office has local regulations concerning, body art, septic systems, smoking, tobacco distribution, and infectious and hazardous waste. The Board sets fees and enacts policies and practices concerning not only human public health but also animal health.



The Board is also responsible for the investigation and control of infectious and contagious diseases in humans, animals, and insects. We partner with local health care providers and institutions to offer immunization clinics to our residents. The public health nurse provides follow-up to reports of infectious or contagious disease, can also administer vaccines, and works with residents to educate and answer questions. We also work with local pet retailers to provide Rabies Clinic for cats and dogs in the spring. The Animal Inspector quarantines animals involved in any reported animal bite to stop the spread of rabies. The animal inspector inspects livestock in Avon for disease surveillance and animal welfare and environmental impact. We work with Norfolk County Mosquito Control who has an active program to control for mosquitoes in the town of Avon. Larviciding is done in the late winter and early spring. Aerial spraying (fogging) is done in the summer and early fall. These insects are known carriers of Eastern Equine Encephalitis and West Nile Virus.

The Board is actively involved in Emergency Preparedness plans for the Town. A key component of the plan is the creation and operation of an Emergency Dispensing site. The Avon Board of Health has partnered with the Holbrook Board of Health to set up a joint site. Community volunteers to staff and assist at the site are being recruited and trained through the Medical Reserve Corp (MRC), another joint effort by the Avon, Holbrook Randolph, and Stoughton Boards of Health.

The Board of Health administers an active solid waste and recycling program. Residential trash is collected weekly; and recycling is collected bi-weekly. Residents have access to a compost/recycling facility year-round. At this site, grass, leaves, brush, mercury containing items, textiles, electronics, metal, mattress, box springs, and cardboard are all collected. Curbside bulk pick-up is offered four times per year; and a Hazardous Waste Collection Day is held annually with Randolph. This service is fully funded through the tax levy and is a positive aspect for residents.

Trash – Recycling - Bulk - Compost Information

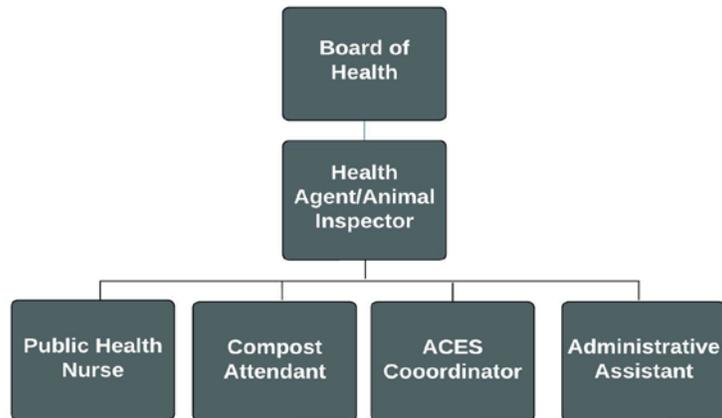
Next Bulk Collection
May 11, 2024

Compost Site Winter Hours
Open Saturdays 9am-2pm

COMPOST



Organizational Chart



FY23 Accomplishments

- Hired an administrative assistant for the Board of Health
- Expanded the use of the compost/recycling site. In addition to what the site has, we can now collect metal, textiles, and cardboard
- Strengthen the regulation of the Avon Board of Health restricting the sale of tobacco products to be aligned with state regulations

Year in Review

2023 began with Board of Health members Ralph Jensen, Robert Ogilvie, and Peter Marinelli serving on the Board. Mr. Marinelli gave his resignation in January and fulfilled his term through April. During the April election, Jeffrey Tibnam was voted in as a new member to the Board of Health. In 2023, Mr. Jensen remained the chairperson; and Mr. Ogilvie remained the clerk.

The Board of Health employed Kathleen Waldron as Health Agent and Animal Inspector, Ann Martin as the Public Health Nurse. Emmanuela Isidor serves as the Prevention Coordinator for the Avon Coalition for Everyone’s Success (ACES); and Sharon Simon as the Board of Health and Town Clerk Administrative Assistant. We are grateful to have hired Edward Sarni as the compost attendant in 2023.

“The Board of Health would like to thank Mr. Marinelli for his time on the Board as well as all Town departments for their continued support, assistance, and cooperation throughout the year.”

Avon’s town website includes recent information regarding upcoming events and programs, recent food recalls, current fee schedules, application forms, procedures, agendas, and minutes, all available <https://www.avon-ma.gov/board-health>.



You may also find up to date Public Health announcements and weekly tidbits about trash, recycling, and public health on the Avon Board of Health Facebook page, <https://www.facebook.com/townofavonma>.

FY24 Goal Updates

GOAL #1	Improve Compost/Recycling Site
Objective	Make improvements to the compost/recycling site
Measurement	Complete items described in Article presented at Town Meeting
Timing	June 30, 2024
Status Update	The shed for the compost attendant was delivered, power was established, the entrance gate was fixed/replaced and holes in the driving area were filled in. In the spring, we plan to add stone under dumpsters and a camera system

GOAL #2	Digital Records
Objective	Scan all files in the Board of Health so all records are digital
Measurement	100% of office files have been scanned
Timing	June 30, 2024
Status Update	Most new files have been scanned. An effort was made in 2016-2017 when file folders were cleaned to scan all duplicate files and discard. Through the Public Health Excellence Grant, working to hire an outside company to finish scanning and organizing all files

GOAL #3	FDA Retail Food Program Standardization
Objective	Begin establishing FDA Retail Food Program Standards
Measurement	Secure funding and hire a consultant
Timing	June 30, 2024
Status Update	Track 1 of the Development Base Grant was applied for

GOAL #4	Hire Regional Food Inspector
Objective	Hire a regional food inspector for PN5
Measurement	Have a food inspector working in all communities of PH5
Timing	June 30, 2024
Status Update	Finalizing a job description to post



FY25 Goals

GOAL #1	Reduce Trash Tonnage
Objective	Reduce trash tonnage by 2% and increase recycling
Measurement	Monthly reports of trash and recycling tonnage
Timing	June 30, 2025

GOAL #2	FDA Retail Food Program Progress
Objective	Complete one standard of the FDA Retail Food Program Standards
Measurement	Completion will be determined by the outline of the standard
Timing	June 30, 2025

GOAL #3	Implement Electronic Permitting Software
Objective	To use electronic permitting software
Measurement	For all 2025 renewals to be made electronically
Timing	December 31, 2024
	Permit Eyes is working on setting up templates for Board of Health permits

Trends/Metrics

Permits Issued	FY2022	FY2023	FY2024 (2 nd Qtr.)	FY2025 (Target)
Food Establishment (Including Mobile and Temporary)	32	48	2	42
Disposal Works Installers	35	29	5	30
Septage Hauler	13	15	1	15
Refuse Hauler	9	9	1	9
Milk and Cream	11	13	0	13
Tobacco	4	5	0	5



Solid Waste from Residential collections	FY2022	FY2023	FY2024 (2 nd Qtr.)	FY2025 (Target)
Tons of trash collected	1569.71	1680.74	599.11	1680
Cost of trash disposal	\$142,458.30	\$156,450.59	\$44,722.21	\$171,360
Tons of recycling collected	423.73	419.55	142.67	425
Cost of recycling	0	0	0	0
Tons of bulk waste collected	62.6	74.01	17.53	68
Cost of bulk disposal	\$9,801.55	\$9,326.06	\$1,894.65	\$9,500.00
Number of residents who participated in Household Hazardous Waste Day (HHWD)	29	11	32	35
Cost of HHWD	\$1,898.34	\$750.75	\$3,485.53	\$3,600.00

Budget

Account Description	FY2023 Budget	FY2024 Budget	FY2025 Proposed Budget	\$ Variance	% Variance
Board of Health-Personel Services	156,513	161,267	163,848	2,581	1.60%
Board of Health-Expenses	16,200	18,200	18,200	-	100.00%
Other Health Service-Personnel Services	14,000	14,000	14,000	-	100.00%
Waste Collection / Disposal-Expenses	571,500	593,000	635,369	42,369	100.00%
Total	758,213	786,467	831,417	44,950	5.72%



Culture & Recreation





Library

Contact	Phone & Email	Location
Elise LaForge Library Director	508-583-0378 x 1078 elaforge@avon.ocln.org	280 West Main Street

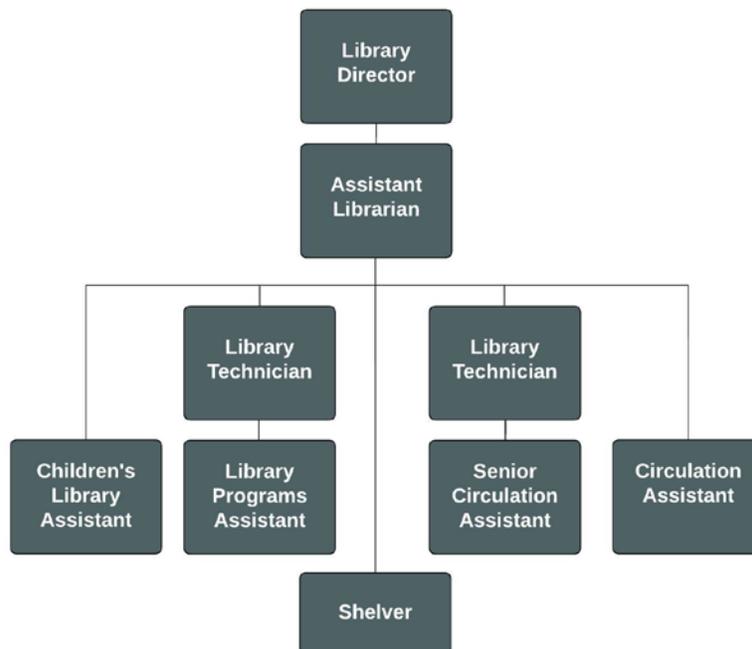
Mission Statement & Departmental Activities

The mission of the Avon Public Library is to provide current, popular materials, and an extensive circulating collection covering a wide variety of topics, in print, non-print, and electronic formats, in sufficient number to meet demand....Special programs and materials support and promote basic literacy, curriculum objectives, general information, and lifelong learning needs.

Brief Description of the Department

The library is a 10 - person department consisting of the Library Director, Assistant Library Director, Library Technicians, Circulation Assistants, a Children’s Assistant, a Programs Assistant, and a Shelver. The Department works together as a team to provide excellent customer service, access to information, and recreational and educational programs to the Town and surrounding communities.

Organizational Chart

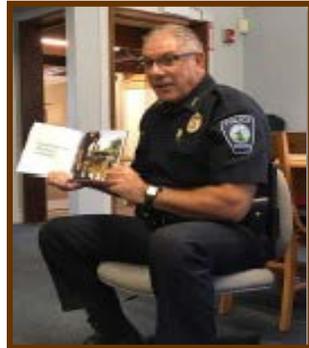




FY23 Accomplishments

- Created new role, “Library Programs Assistant”
- Increased program offerings and attendance
- Updated physical collection with extensive weeding and inventorying

Year in Review



Photos (l to r) Blind Date with a Book display; Preschool Storytime with Deputy Chief Bartolotta; Children playing with baby farm animals during a Summer Reading program.



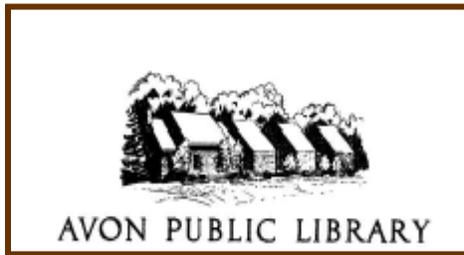
Photos (l to r)

A full house at our annual holiday party; Adult patrons enjoying Sip 'n' Paint event featuring guided painting and literary “mocktails”

The year brought both challenges and successes, as every year will. Perhaps the biggest challenge the Avon Public Library faced this year was building maintenance. With the original library being built in 1948 and the addition being completed in 1971, the building is aging. The roof, windows, HVAC system, front entryway, and basement are all in need of repair. In addition to the natural aging process that any building is subject to, the library faces the challenge of being unable to provide the most up-to-date technology due to the limitations of the building’s older infrastructure. We are, additionally, very challenged by a lack of space, specifically of office space and community space. We are thrilled that the citizens of Town



approved a Building Needs Assessment study at the Special Town Meeting in November; and we are very much looking forward to the results of said study.



As limiting as our physical space is, we strive to use it creatively so that we can bring the most value possible to our community. In 2023, we added approximately 4,000 new physical materials to our collection. This includes materials such as fiction, nonfiction, DVDs, magazines, large print titles, video games, and even puzzles. We also added a subscription to the Consumer Reports database to our digital collection.

With an Avon Public Library card, patrons can access the entire online database of consumer-oriented product research to help them make informed decisions on purchases from everything like a new car to a coffee maker.

We also added new museum passes to our discount program. Now patrons can access discounted tickets to The New England Aquarium, The Roger Williams Park Zoo, and the Patriot's Hall of Fame. These tickets can be reserved online weeks in advance and printed or picked up at the convenience of the patron. In 2023, we also ran a very successful Summer Reading program with the theme "*Find Your Voice*". Every year, libraries strive to keep young readers' minds active during the summer months with varied reading challenges and incentives as well as dynamic and engaging programs; and this year we invited adults to join in on the fun! We had over 80 registered participants and held 112 programs with a total attendance of 196. The Library spent nearly the entire year fully staffed, something we have not been able to accomplish since the start of the pandemic and are thriving as a result. With every role filled, and every

Statistics - 2023

- Avon Public Library was open a total of 52 weeks, 43 Saturdays, and 2,102 hours to the public
- 26,399 visitors
- 1,436 unique cardholders
- Checked and renewed 33,044 physical items to Avon citizens and the surrounding community, including:
 - 24,191 books
 - 4,174 DVDs
 - 1,614 large print materials
 - 1,107 audiobooks
 - 969 video games
 - 986 other materials such as magazines, music CDs, puzzles, museum passes, mobile hotspots, and items from the Library of Things.
- 5,782 digital books and audiobooks from the platforms Libby and Hoopla.
- Held over 240 programs which included:
 - 153 programs for children
 - 53 programs for teens
 - 33 programs for adults
 - 1,436 patrons attend our programs



staff member succeeding in their role, we can offer more materials, services, and programs. We are also able to do the necessary work of making sure our policies and procedures are updated and in line with our Mission.

Further information can be found on the Town website via the Library webpage, [Avon Public Library | Avon MA \(avon-ma.gov\)](http://Avon Public Library | Avon MA (avon-ma.gov)).

“The library staff, the Board of Library Trustees, and the Friends of the Avon Public Library would all like to thank the community for its continued support.”

“The library provides a variety of integral services to the community of Avon and is committed to ensuring that those services evolve as needed. It is our pleasure to serve the Town of Avon and its citizens, and we look forward to seeing what great things the year 2024 will bring our way.”

FY24 Goal Updates

GOAL #1	Develop Collection
Objective	Purchase new, relevant materials in physical and digital format and weed out old, irrelevant materials
Measurement	The “books/publications” fund will be spent in line with the progression of the fiscal year and each section of the physical collection will be weeded once per year
Timing	Ongoing
Status Update	The “Books/publications” fund is currently 33% spent

GOAL #2	Increase Program Offerings and Attendance
Objective	Increase the number and variety of program offerings and increase in-person attendance
Measurement	The number of program offerings will increase and the number of people attending programs will increase
Timing	Ongoing
Status Update	In July – September of FY24 the library offered 56 programs with a total attendance of 358 people



GOAL #3	Community Outreach
Objective	Increase community outreach by partnering with community organizations and attending community events
Measurement	The library will attend more community events, the library will see an increase in cardholders
Timing	Ongoing
Status Update	A more comprehensive plan is needed for this objective

GOAL #4	Conditions Assessment
Objective	Assess the condition and maintenance needs of the library
Measurement	Firm will assess condition and needs of library and propose a plan for maintenance and/or renovation
Timing	Q1
Status Update	Town Administrator and Library Director completed walkthrough with Weston & Sampson in October

GOAL #5	Complete Waterproofing Work on Basement
Objective	Complete “waterproofing project” using the funds allocated by FY2022 Town Meeting
Measurement	“Waterproofing” project will be complete and allocated funds will be spent, left over funds will be returned to General Fund
Timing	Ongoing
Status Update	Director is seeking quotes from a plumber and waiting on evaluation from Weston & Sampson

FY25 Goals

GOAL #1	Develop collection
Objective	Purchase new, relevant materials in physical and digital format and weed out old, irrelevant materials
Measurement	The “books/publications” fund will be spent in line with the progression of the fiscal year and each section of the physical collection will be weeded once per year
Timing	Ongoing



GOAL #2	Increase Municipal program funding
Objective	Increase Municipal funds in the program line of the library budget
Measurement	The library has shown an increase in program offerings and attendance and would like to continue expanding this avenue of service. Success would be measured by an increase in the line as well as an increase in program offerings and attendance.
Timing	Line increase request will be submitted with initial budget request

GOAL #3	Building improvements
Objective	Seek Municipal funding for building improvements
Measurement	Use the results of the conditions assessment to create a plan for building improvements and seek funding at Annual Town Meeting
Timing	Q3/Q4

GOAL #4	Increase community outreach
Objective	Increase community outreach by partnering with community organizations and attending community events
Measurement	The library will attend more community events, the library will see an increase in cardholders, in-person visits, and program attendance
Timing	Ongoing
	Note: This was a goal for FY2024 that will need more development in FY2025

Trends/Metrics

Description	FY2022	FY2023	FY2024 (2 nd Qtr.)	FY2025 (Target)
In-person attendance	21,488	27,245	6,188	27,500
Circulation	37,529	37,664	9,012	37,500
Programs	96	195	56	200
Program attendance	849	1,304	358	1500



Budget

Account Description	FY2023 Budget	FY2024 Budget	FY2025 Proposed Budget	\$ Variance	% Variance
Library-Personel Services	325,952	327,425	359,033	31,608	9.65%
Library-Expenses	145,784	147,121	163,162	16,041	100.00%
<i>Total</i>	<i>471,736</i>	<i>474,546</i>	<i>522,195</i>	<i>47,649</i>	<i>10.04%</i>



Parks & Recreation

Contact	Phone & Email	Location
Matt McAndrew Program Director	508-588-0414 mmcandrew@avon-ma.gov	65 East Main Street

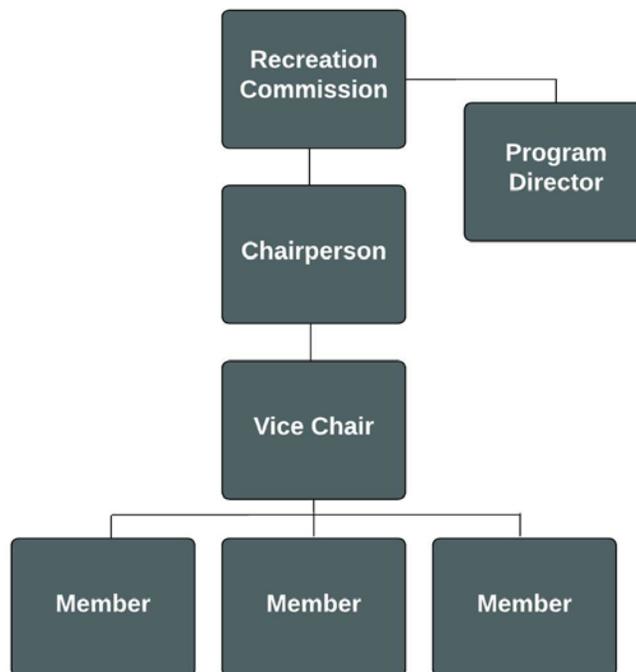
Mission Statement & Departmental Activities

The mission of the Parks and Recreation Department is to provide activities and recreation for all residents of Avon. We also maintain the Town’s playing fields and playgrounds.

Brief Description of the Department

The Parks and Recreation Department consists of five elected Board members and a Program Director. We meet twice a month to plan recreation activities and discuss maintenance of the Town’s playing fields and playgrounds. We also plan and run out Summer Program each year for Avon children entering Grade 1 and up.

Organizational Chart





FY23 Accomplishments

- Hired a new Program Director
- Successfully ran the 2023 Summer Program
- Provided Maintenance to Town playing fields and playgrounds

Year in Review

The Parks and Recreation Department experienced an exciting year in 2023. A new director joined the department in late March; and with the assistance of the Parks and Recreation Board, they organized a highly successful summer program for the Town, featuring daily events.

The summer program showcased an event or entertainer every Monday and Wednesday. Entertainers such as Henry the Juggler, Big Jim’s storytelling, Funny Faces with a Twist, and many others delighted the community. Additionally, special events like Chance Day (where every participating child won a prize) and, for the first time ever, a Water Day, were introduced. Ellie’s Sweet Treats, an ice cream truck, also visited every Friday.



Field trips were a highlight of the summer program, occurring every Tuesday and Thursday and catering to all age groups. Destinations ranged from local spots like Tree Top Adventures and Carousel Family Fun Time to more distant locations such as Cape Cod Inflatable Park and Canopy Lake Park.



Regrettably, post-summer program, the frequency of events declined. The Parks and Recreation Director took on a new role in the Newton Public Schools, consuming much of their time. However, having completed the first year, efforts are underway to reintroduce more activities for the community.



Looking ahead, we are enthusiastic about bringing back events for all seasons, expanding beyond the traditional summer program. In the upcoming year, we anticipate a significant increase in community events and activities.

“We would also like to express gratitude to the individuals and groups that contributed to the success of the summer program:

The Avon Public Schools for generously allowing us to use their facilities for all programs. Your flexibility and continual support have been invaluable.

The Avon Department of Public Works (DPW) for their unwavering dedication to maintaining playing fields and playgrounds, contributing to the upkeep of the Civic Center, and playing a crucial role in the success of the Summer Program.

Thank you also to the Parks and Recreation Board for their exceptional support. Their assistance proved invaluable to the new Parks and Recreation Director.”

Further information can be found on the Town website via the Parks and Recreation webpage, [Parks & Recreation | Avon MA \(avon-ma.gov\)](https://www.avon-ma.gov/Parks-Recreation).

FY24 Goal Updates

GOAL #1	Pickleball Court
Objective	Install Pickleball Courts
Measurement	Courts are installed
Timing	TBD – Hopefully Spring 2024
Status Update	Ongoing

GOAL #2	Basketball Court
Objective	Install a new town Basketball Court
Measurement	Court is installed
Timing	Hopefully Spring 2024
Status Update	Ongoing



GOAL #3	Human Resources – Hiring Program Supervisor
Objective	Hiring a Program Supervisor
Measurement	Supervisor is hired
Timing	ASAP
Status Update	Complete

GOAL #4	Determine Activities Schedule
Objective	Plan Fall and Winter Activities for Residents
Measurement	Holding Activities
Timing	Fall 2023 and Winter 2023 into 2024
Status Update	Ongoing

FY25 Goals

GOAL #1	2024 Summer Programming
Objective	Run the 2024 Summer Program
Measurement	Summer Program occurs
Timing	Summer 2024

GOAL #2	Spring Community Event
Objective	Create a Spring event for the community
Measurement	Is there or is there not a Spring Event
Timing	Spring of 2024

GOAL #3	After School Programming
Objective	Creating an after-school program for Avon children
Measurement	Is there or is there not an after-school program.
Timing	Fall of 2024



Trends/Metrics

Description	FY2022	FY2023	FY2024 (2 nd Qtr.)	FY2025 (Target)
Number of programs offered	--	1	3	4
Number of program participants	--	152	170	175

Budget

Account Description	FY2023 Budget	FY2024 Budget	FY2025 Proposed Budget	\$ Variance	% Variance
Parks & Recreation-Personel Services	62,437	62,437	72,288	9,851	15.78%
Parks & Recreation-Expenses	31,633	31,633	31,633	-	100.00%
<i>Total</i>	<i>94,070</i>	<i>94,070</i>	<i>103,921</i>	<i>9,851</i>	<i>10.47%</i>

Education



TOWN OF
Avon
MASSACHUSETTS



Education Overview

AVON PUBLIC SCHOOLS

Overview

The Avon Public School District has an enrollment of 732 students in two schools. The Ralph D. Butler Elementary School serves students in preschool through grade 5 and the Avon Middle High School serves students in grades 6-12.

MISSION

The mission of the Avon Public Schools is to educate all students to be lifelong learners and responsible citizens in a global society.

The Avon Public Schools are committed to excellence in teaching and learning and are a source of pride in the community. We respect and appreciate individual differences. We utilize a variety of teaching strategies to meet the diverse needs of our students and foster an atmosphere of intellectual pursuit. All students will graduate from the Avon Public Schools with the skills necessary to be lifelong learners and productive and responsible citizens in a global society.

Enrollment¹

School	FY2022	FY2023	FY2024	FY2025 (Projection)
Ralph D Butler Elementary School	399	392	324	325
Avon Middle High School	313	339	408	409
Total	712	731	732	734

¹ DESE School and District Profiles, “Enrollment Data”, <https://profiles.doe.mass.edu/profiles/student.aspx?orgcode=00180000&orgtypecode=5&>.



Per Pupil Expenditure²

District	FY2020	FY2021	FY2022
Avon Public Schools	\$17,557.53	\$18,771.55	\$20,591.22
<i>State Average</i>	<i>\$17,572.21</i>	<i>\$19,066.35</i>	<i>\$20,133.67</i>

Circuit Breaker Funding

Fiscal Year	Net Claim	Reimbursement Amount	CB Extraordinary Relief	% of Claim	Number of Students
FY19	388,161	290,627	None	75%	3
FY20	469,875	352,406	None	75%	6
FY21	471,568	353,661	None	75%	5
FY22	200,168	150,128	None	75%	4
FY23	380,054	285,041	None	75%	5
FY24	384,622	252,537	None	75%/57% for transportation	5
<i>FY25 Projection</i>	<i>400,000</i>	<i>300,000</i>	<i>None</i>	<i>75%/57% for transportation</i>	<i>5</i>

Federal & State Grant Funding

Fiscal Year	Total Budgeted	Total Received
FY15	417,266	417,266
FY16	422,685	422,685
FY17	409,269	409,269
FY18	394,444	394,444
FY19	395,663	395,663
FY20	485,285	485,285
FY21	495,302	495,302
FY22	680,437	680,437
FY23	650,024	650,024
FY24	332,932	332,932
<i>FY25 Projection</i>	<i>350,000</i>	<i>N/A</i>

² DESE School and District Profiles, “Per Pupil Expenditures, All Funds”, <https://profiles.doe.mass.edu/statereport/ppx.aspx>.



Updates: AVON PUBLIC SCHOOLS

Report of the Avon School Committee

To the Residents of Avon:

The Avon School Committee presents to the residents of Avon this annual report for the 2022-2023 school year. The role of the Committee is to support the mission of the Avon Public School District, which is "To Educate All Students to be Lifelong Learners and Responsible Citizens in A Global Society." This work is to provide the students with an education that is comprehensive and one that holds each student to the highest standards of excellence. The October 1, 2022, enrollment report, shows a student enrollment for the 2022-2023 school year at 730.

The Avon School Committee is comprised of five members who are elected by the Town with staggered three-year terms. The committee generally meets twice a month at Avon Middle-High School in the media center to conduct business. Public Comment is on the agenda of each business meeting, and these meetings are open for all to attend. When Governor Baker issued an order to suspend in-person instruction in all K-12 public and private schools in Massachusetts on March 16, 2020, due to the COVID-19 pandemic, the Avon School Committee continued meeting virtually. During the 2021-2022 school year meetings continued virtually but were able to return to in person meetings in August 2022. All meetings can be viewed on the local cable network. Dates and times of all meetings are posted at the Town Hall, in the school buildings, and on the school district's website at www.avon.k12.ma.us. In addition to the monthly meetings, members of the committee also serve on subcommittees that meet on an as-needed basis. Those committees include a Budget Subcommittee, a Personnel Subcommittee, a Maintenance Subcommittee, a Policy Subcommittee, and an Insurance Subcommittee. The work of the subcommittees varies depending on the needs of the district.

The Budget Subcommittee worked with the Superintendent of Schools in the preparation of a budget request, which would be presented to the residents at the annual town meeting. The subcommittee and the full committee worked with the superintendent and administration to develop an operational budget request for the school department. The requested budget was approved at the annual town meeting in May.

Traditionally, the school committee spends time in each building at the start of the school year to review the status of the facilities. The school committee determined that the facilities are in very good condition due to the ongoing generosity of the Town budget, periodic improvement projects, and the hard work of the maintenance, custodial and administrative staff.

The Avon Middle High School graduation ceremony was held at the Avon Middle High School on



Saturday, June 3, 2023. The Avon School Committee awarded diplomas from Avon High School to 43 graduates.

Tracy Sheehan served as the Chairperson for the Avon School Committee, while Anne Hagberg served as Vice-Chair, and Maria Piccirilli served as the Secretary. Paul Chapman and Claudia Lucia and were both at-large members.

The Avon School Committee would like to express its gratitude to Brynn Gaynor and Gianna Rosa, the student representatives to the school committee, for their input at meetings.

The Avon School Committee acknowledges the complex work of school department operations. That work was accomplished through the leadership of the Superintendent of Schools, Dr. Christine Godino, the administrators, faculty, and staff as well as the continued support of the residents of the Town of Avon.

Respectfully submitted,
Tracy Sheehan, Chairperson
Anne Hagberg, Vice-Chairperson
Maria Piccirilli, Secretary Paul Chapman, Member Claudia Lucia, Member



Report of the Superintendent

To the Residents of Avon:

I am pleased to present the annual report on the Avon Public Schools for the year 2023. The Avon Public Schools remain dedicated to providing excellence in teaching and learning, fostering an atmosphere of intellectual pursuit, and embracing the diversity of our student population. Our commitment to these principles is outlined in the District Improvement Plan (2021-2026), which focuses on five strategic objectives encompassing curriculum, instruction, facilities, school culture, and diversity, equity, and inclusion.

The Massachusetts Comprehensive Assessment System (MCAS) results were released, and our teachers and administrators in each building have diligently analyzed these scores. The outcomes have driven informed decisions on curriculum, instructional strategies, and assessment practices. I am delighted to announce that our students' high performance on the MCAS led to 14 students qualifying for the prestigious John and Abigail Adams Scholarship. This significant achievement provides these outstanding students with the opportunity for four years of free tuition at a Massachusetts state university or a two-year community college.

Our students' accomplishments extend beyond the classroom to the sports arena. Student-athletes from Avon Middle High School have made us proud by bringing recognition to the District through their achievements on the fields and the court. The Massachusetts Interscholastic Athletic Association has honored Avon Middle High School by placing it on the Sportsmanship Honor Roll. We celebrate the success of our student-athletes and commend every player and coach for their dedication and hard work. Panther Pride goes beyond the scores; it reflects the values and sportsmanship instilled in our student-athletes.

I extend my gratitude to all active participants who have contributed to shaping this school year. Your involvement and support have been instrumental in ensuring a bright future for the children and families of Avon. Together, we continue to provide a world-class education designed to cultivate lifelong learners and responsible citizens in today's global society.

In closing, I want to express my appreciation for the collective efforts of the Avon community. Through collaboration and dedication, we are creating an environment where educational excellence and holistic development thrive. I look forward to the continued support and engagement of our community as we strive for even greater achievements in the years to come.

Respectfully submitted,

Christine Godino,
Superintendent of School



Updates: Blue Hills Regional Technical School

Report of the Avon Representative

The Blue Hills Regional District School Committee is pleased to submit its Annual Report to the residents of the town of Avon.

Blue Hills Regional Technical School continues its steadfast commitment to providing the highest caliber academic and technical instruction to students in grades nine through twelve, and to adults receiving postgraduate training. The nine towns comprising the District include Avon, Braintree, Canton, Dedham, Holbrook, Milton, Norwood, Randolph, and Westwood.



Ms. Jill Rossetti continues to serve as Superintendent, Mr. Geoff Zini serves as Principal, Ms. Jill Brillhante serves as Business Manager, and Mr. Francis Fistori is the Avon representative to the District School Committee. The District School Committee meets once a month with the caveat that additional meetings will be added to the schedule should they be needed to address the needs of the District. These meetings take place in the William T. Buckley District Board Room (Room W-218) at Blue Hills Regional and begin at 7:00 PM. Although the state continues to allow remote or hybrid meetings, Blue Hills Regional's District School Committee meetings are In-Person. The School Committee continues to encourage public attendance. Further, public participation is welcomed during the Public Comment portion of any meeting by community members that have signed up to be heard.

COVID continues to be monitored, however, masks and other personal protective items are optional with the exception of the School Nurse's Office. Masks continue to be required there. The school's maintenance staff complies with all safety regulations and cleaning practices. The school is clean and welcoming.

The Blue Hills Sports Program is enjoying record participation numbers from the student body and the individual teams are working and playing hard. Most have had winning seasons as well as participating in local, vocational, state championship games, and tournaments. The Baseball team made it to the MIAA State Tournament, and the Rugby team did the same. This fall, the BH Football team made it to the Mass Vocational State Tournament and won the Mayflower League Tournament.

The Boys and Girls Varsity Soccer Teams have both had wonderful and winning seasons with the girl's team being undefeated and went all the way through the State finals where they took it all. The Coed Golf Team also enjoyed an undefeated 2023 Season.

This past year, Mr. Ed Catabia was nominated and selected as the District 8 Athletic Director of the year. Also notable was Coach Flynn being selected as Coach of the Year in Girls Varsity Soccer and Brian Gearty selected for Boys Varsity Soccer for the Mayflower league.



The academic and vocational programs proved to be successful as demonstrated by Blue Hills MCAS scores. (2021, 2022 and 2023). Many of the supports that were put in place during the pandemic to help aid all students; continue to be available. In addition, after school and before school help is available to all students. Summer School was offered this past summer and all enrolled students completed and passed their classes. (half of those participating were students with IEP's.) New supportive opportunities are being introduced and staffed to further meet social/emotional and mental health needs for students in need but not identified as being eligible through IEP and 504 plans. There has been no significant decrease in testing scores.

End-of-year awards, celebrations, accomplishments, and honors were noted and celebrated in both the Spring and Fall of 2023. Event participants turned out in record numbers. Activities include Prom, Field Day, the National Honor Society Induction Ceremony, sport team recognition events, and Senior Awards Night. This past fall, we welcomed both returning and new students who have hit the ground running in all areas, most participating in school clubs, activities, and sports. The annual Open House and Showcase were held in November. Both events enjoyed record attendance from all District towns.

Senior Scholarship and Awards Night was celebrated on May 25, 2023. Dozens of students were honored for their achievements. Over 60 single and multi-recipient awards/scholarships were distributed to the student honorees. They were recognized or given scholarships for their academic, athletic, and technical program success. Blue Hills Regional truly appreciates all the individuals, civic, and municipal organizations that generously recognized these deserving young men and women. Blue Hills has 56 John and Abigail Adams Scholars in the Class of 2023, five were from Avon. Abigail Adams Scholars are Abigail Bagtaz, Sofia Martelli, Gianna Pina, Amber Sawyer, and Amber Thompson.

Commencement was held on June 6, 2023, on the BHTS Turf Field. There were 210 graduates. Avon graduates include Khayla Calixte, Amber Sawyer, Abigail Bagtaz, Marvin Danier, Katherine Small, Benjamin Murray, Bethany Bolanos, Matthew Cadet, Gianna Pina, Makayla Desousa, Amber Thompson, Rylee Whiffen, Sofia Martelli, and Jolene Deane.

Blue Hills Regional is proud to offer various services (Cosmetology, Early Education and Care, Construction Technology, Graphics, Design & Visual Communications, our in-house, student-run restaurant, the Chateau de Bleu, Electrical, Metal Fabrication, and Automotive) to District residents, and in some cases, the general public. Over the years, residents and civic or municipal groups in the District towns have saved considerable money by having Blue Hills Regional students perform work for them. The school pool is open and continues to be available to community schools.

There were 920 students enrolled at Blue Hills as of October 1, 2023. Forty-seven (47) are from Avon.

The Practical Nursing Program (Postsecondary Programs Division) is a full-time program of study provided to adults on a tuition and fee basis. The Practical Nursing students are prepared upon graduation to take the NCLEX-PN (National Council Licensure Examination for Practical Nursing) through the State Board of



Registration in Nursing. The Practical Nursing program (Postsecondary Programs Division) held its 34th Annual Commencement this past June.

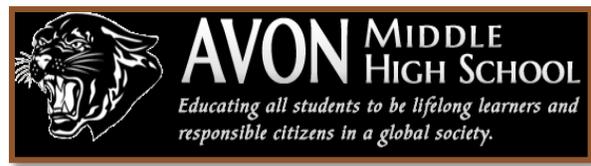
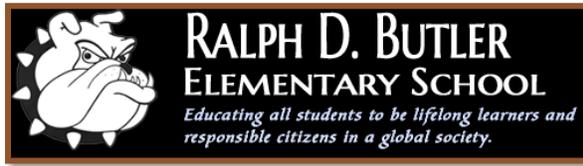
Blue Hills continues to offer and provide our students and school community the very best academic and vocational education experiences for their immediate and future success.

Respectfully submitted,

Francis Fistori
Avon Representative
Blue Hills Regional Technical School District
February 1, 2024



Budget Summary & Timeline



FY2025 Budget Summary Discussion

A 9.6% increase to the School Department budget was recommended by the Avon School Committee, approved by the Select Board and Finance Committee, and is awaiting passage by the townspeople of Avon at the Annual Town Meeting in May. Increases to the budget are mainly to support the high-needs student population (61.1%). The Department of Elementary and Secondary Education defines high needs as students designated as low-income (45.9%), students with disabilities (20.2%), and English learners (12.4%). New positions include a guidance counselor, special education teacher, and a teacher for English learners for Avon Middle High School. Contract negotiations with the labor unions within the District have resulted in salary and benefit increases.

FY2025 Timeline

Month	Activity Description	Responsible Party
September	Budget Time-Line and Budget Documents distributed to Administration Budget Documents distributed to Staff from Principals	Businessperson to Admin and Principals to Staff
October	Budget documents due back from staff to Principals Principals review and amend as needed	Staff and Principals
November	All Budget documents due back to Businessperson by November 2nd each year A line-item budget is prepared and reviewed by Business & Superintendent	Businessperson Superintendent



Month (Cont.)	Activity Description (Cont.)	Responsible Party
December	Meetings are set up with Principals to review and adjust budgets. Budget meetings are set up with Subcommittee then Full Committee decide final budget and vote to send to BOS/Finance Committee	Businessperson Superintendent Principals School Committee
January/February	Meetings will be held with BOS and Finance Committee	School Committee Selectboard Finance Committee
April	Public Presentation	Superintendent
May	Annual Town Meeting	School Committee Select Board

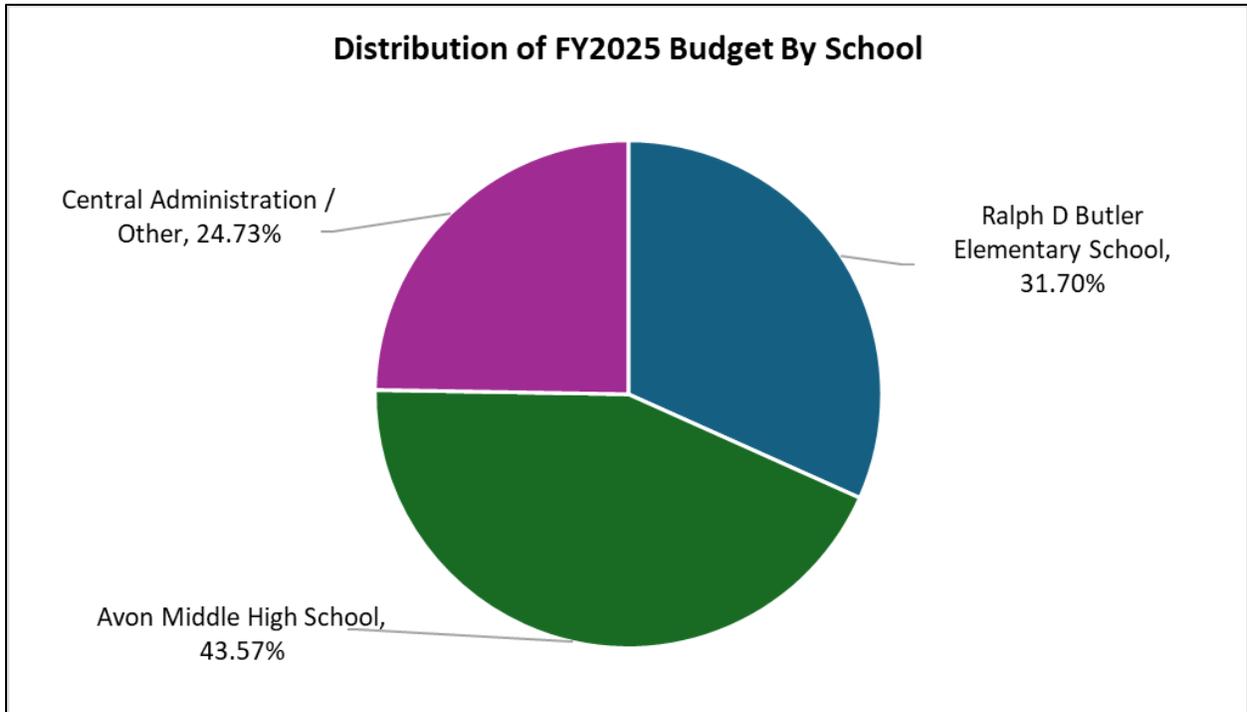




FY2025 Budget Request

Distribution of Budget Expenditure (By School)

School	FY2024 Budget	FY2025 Proposed Budget	\$ Increase	% Increase
Ralph D Butler Elementary School	3,432,130	3,638,058	205,928	6.0%
Avon Middle High School	4,545,923	5,000,516	454,593	10.0%
Central Administration / Other	2,482,853	2,838,291	355,438	14.32%
Total Budget Request	10,460,906	11,476,865	1,015,959	9.71%





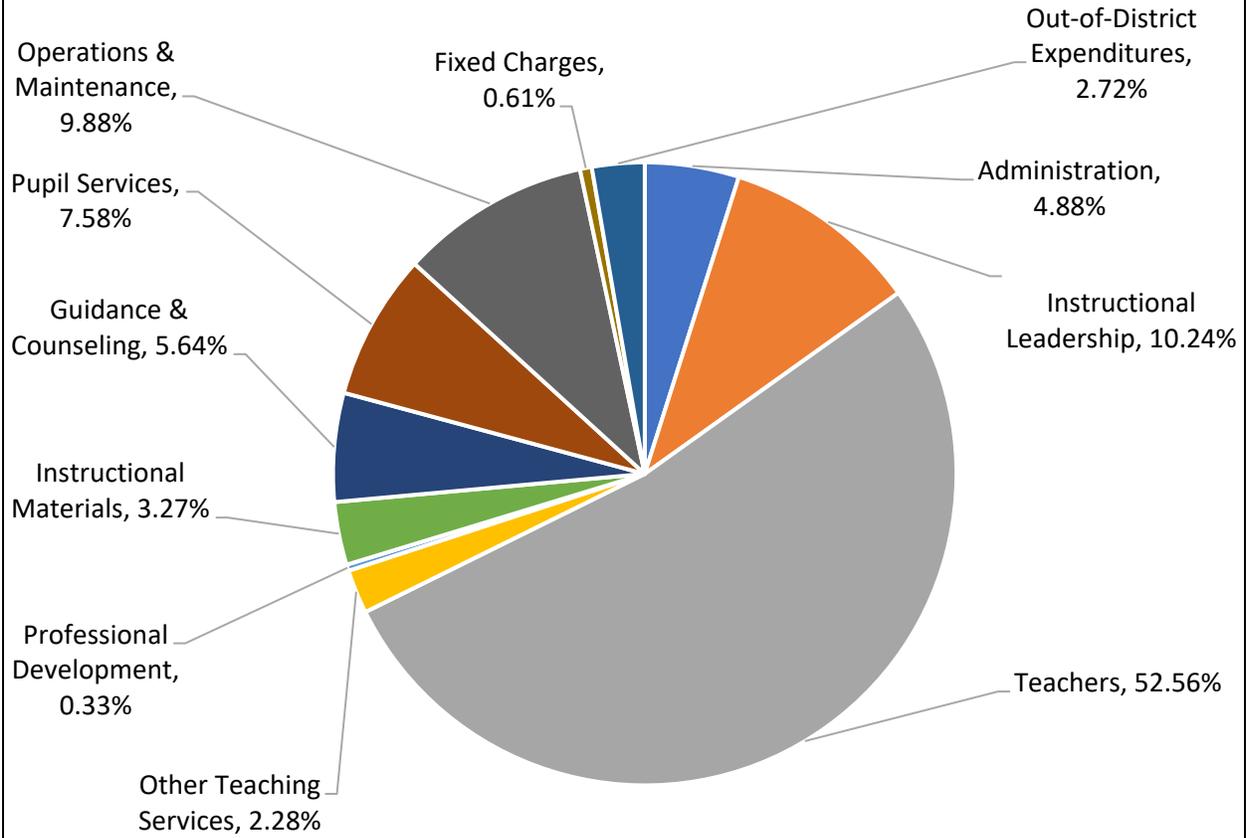
Distribution of Budget Expenditure (By DESE Category)

DESE Category	FY2024 Budget	FY2025 Proposed Budget	\$ Increase	% Increase
Administration	548,393	560,477	12,084	2.20%
Instructional Leadership	1,116,638	1,175,802	59,164	5.30%
Teachers	5,372,119	6,031,932	659,813	12.28%
Other Teaching Services	252,188	261,494	9,306	3.69%
Professional Development	37,000	37,400	400	1.08%
Instructional Materials, Equipment & Technology	377,312	374,744	-2,568	-0.68%
Guidance, Counseling & Testing	545,985	647,119	101,134	18.52%
Pupil Services	876,369	870,520	-5,849	-0.67%
Operations & Maintenance	1,044,859	1,134,416	89,557	8.57%
Fixed Charges	67,500	70,419	2,919	4.32%
Out-of-District Expenditures	222,543	312,542	89,999	40.44%
Total Expenditures	10,460,906	11,476,865	1,015,959	9.7%





Distribution of FY2025 Budget By DESE Category



Budget

Account Description	FY2023 Budget	FY2024 Budget	FY2025 Proposed Budget	\$ Variance	% Variance
Avon Public Schools	9,942,673	10,460,906	11,476,865	1,015,959	9.71%
Blue Hills Regional Tech	893,986	845,400	884,333	38,933	4.61%
Norfolk Agricultural	16,976	16,976	17,000	24	0.14%
<i>Total</i>	10,853,635	11,323,282	12,378,198	1,054,916	9.32%



Enrollment

Actual & Projected Pupil Enrollment (October 1st)

Grade	FY23 Actual	FY24 Actual	FY25 Projected	FY26 Projected	FY27 Projected
Ralph D Butler Elementary School					
PK	23	17	18	18	19
K	48	45	42	55	51
1	50	54	58	45	59
2	49	49	49	60	46
3	48	52	59	51	63
4	53	50	53	61	53
5	59	57	57	56	64
Sub Total	330	324	336	329	355
Avon Middle High School					
6	62	62	54	58	57
7	65	63	58	54	58
8	60	63	64	60	56
9	53	49	62	61	57
10	65	57	59	61	60
11	47	64	47	57	59
12	45	47	55	47	57
SPED	4	3	3	2	2
Sub Total	401	408	402	400	406
Total	731	732	738	729	761

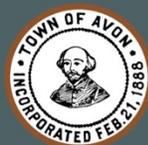




Budget vs. Actual

DESE Category	FY21 Budget	FY21 Actual	FY22 Budget	FY22 Actual	FY23 Budget	FY23 Actual	FY24 Budget
Administration	418,051	413,920	428,932	442,069	462,966	495,830	548,393
Instructional Leadership	879,592	815,767	899,492	859,730	879,990	886,133	1,116,638
Teachers	5,040,458	5,338,501	5,189,872	5,119,812	5,283,338	5,280,182	5,372,119
Other Teaching Services	219,428	176,877	208,561	208,561	222,003	226,314	252,188
Professional Development	36,500	36,500	36,500	28,357	37,000	35,509	37,000
Instructional Materials	234,851	221,502	273,615	281,158	295,909	374,223	377,312
Guidance & Counseling	423,241	363,362	444,263	431,615	506,438	456,381	545,985
Other School Services	660,824	568,005	712,730	755,140	773,737	720,087	876,369
Operations & Maintenance	911,943	989,815	924,607	1,014,316	977,477	985,899	1,044,859
Fixed Costs	59,500	59,500	65,820	65,821	70,500	85,820	67,500
Out-of-District Expenditures	333,317	33,958	333,315	311,128	433,315	396,295	222,543
Total Expenditures	9,217,705	9,017,707	9,517,707	9,517,707	9,942,673	9,942,673	10,460,906

Non-Departmental



TOWN OF
Avon
MASSACHUSETTS



Debt Service

Overview

The sale of municipal bonds is an alternative form of financing capital projects authorized under Massachusetts General Laws, Chapter 44, Sections 7 & 8. Bonds are sold through a competitive bidding process or are directly negotiated with banks and brokerage firms. Once sold, the funds are available in their entirety to the municipality with repayment of the principal plus interest spread over several years.

The process begins during the planning stages for the capital project when it is determined how the project will be financed. If the town finds that raising the amount of the project cannot be done through taxation and estimated receipts, either because of the size of the project or because of Proposition 2 ½ limitations, then financing through a bond issue may be the only other alternative. This provides the town with the opportunity and means to spread the cost of the project over a number of years; therefore, over a number of appropriations for debt service and interest. Bond principal and interest costs can be determined in a general way for planning purposes.

Long-term debt is strictly controlled in Massachusetts by statute. One of the planning stages is to determine whether the project falls into one of the categories contained in M.G.L. Chapter 44, Section 7 or 8. Section 7 lists those purposes for which a community may borrow inside the debt limit, while section 8 lists those purposes allowable outside the debt limit. The debt limits are defined in M.G.L. Chapter 44, Section 10. This statute limits debt authorized by the town to not more than 5% of their equalized valuation (EQV), which in Avon’s case is \$1,081,305,500¹ as of FY2022. This translates to \$54,065,275 for the town of Avon. According to the most recent authorized debt total the Town has \$19,400,000² in

principal authorized, which is well within the legal limit.

Town of Avon		
Year	Moody's	Standard & Poor's
2023	Aa2	AA+
2022		
2021	Aa2	AA+
2020	Aa2	AA+
2019	Aa2	
2018		

Division of Local Services Municipal Bond Ratings

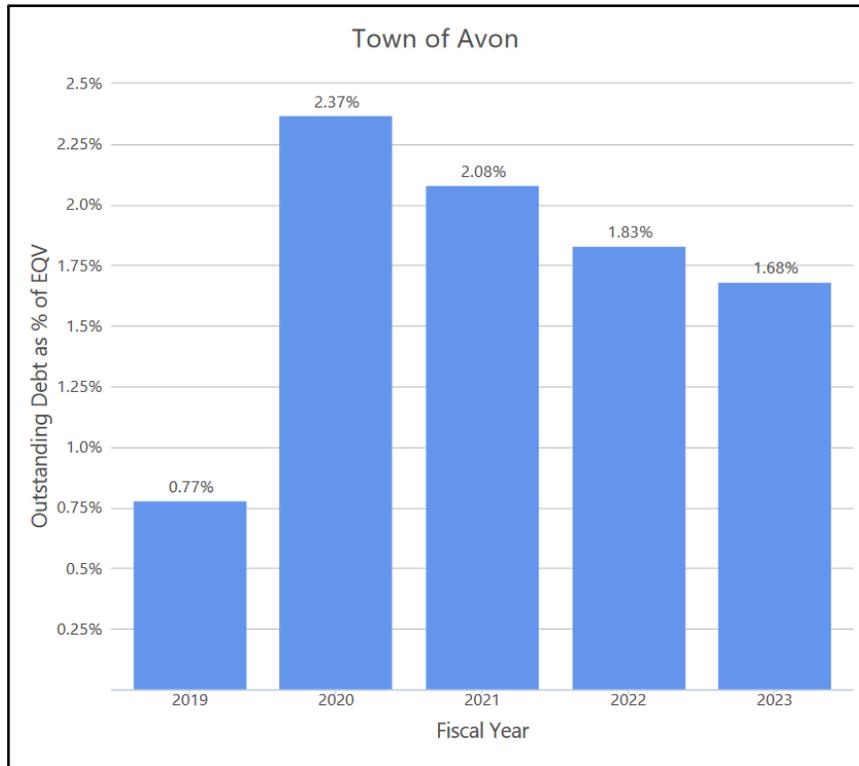
In Avon, for debt to be approved following MGL Chapter 44, a 2/3 majority vote at Town Meeting is necessary. Typically, Hilltop Securities, the Town’s bond counsel, will draft the appropriate warrant article language. Additionally, Hilltop will organize public bidding for the bonds and assists in other administrative tasks surrounding borrowing. As of the most recent bond rating through Moody’s Investors Services in October 2023, the Town has

¹ Division of Local Services, “Town of Avon”, https://dls.gateway.dor.state.ma.us/reports/rdPage.aspx?rdReport=Dashboard.Category_6_Debt.

² Division of Local Services, “Town of Avon”, https://dls.gateway.dor.state.ma.us/reports/rdPage.aspx?rdReport=Dashboard.Cat_6_Reports.TotalAuthUnisDebt35



maintained its Aa2 condition. An item of note, the outside debt limits set forth in the statute may be increased to 10% and 5% respectively, with Emergency Finance Board (EFB) approval.



Division of Local Services Outstanding Long-Term Debt as a % of EQV

Budget

Account Description	FY2023 Budget	FY2024 Budget	FY2025 Proposed Budget	\$ Variance	% Variance
Debt Service - Principal	1,945,900	1,910,600	1,384,025	(526,575)	-27.56%
Debt Service - Interest	3,000	3,000	3,000	-	0.00%
Bond Issue Costs	15,000	15,000	15,000	-	0.00%
Total	1,963,900	1,928,600	1,402,025	(526,575)	-27.30%



Debt Projection Table: General Fund

Year	Police Station	Fire Station	Brentwood Road	Bwood Wtr Mains	Bwood Drainage	****CWT 15-12	Totals
2023	\$ 435,950.00	\$ 308,150.00	\$ 121,175.00	\$ 139,475.00	\$ 86,650.00	\$ 28,170.00	\$ 1,091,400.00
2024	\$ 434,700.00	\$ 310,150.00	\$ 122,300.00	\$ 140,850.00	\$ 84,400.00	\$ 27,740.00	\$ 1,092,400.00
2025	\$ 437,825.00	\$ 306,775.00	\$ 118,300.00	\$ 141,975.00	\$ 82,150.00	\$ 27,310.00	\$ 1,087,025.00
2026	\$ 435,325.00	\$ 308,025.00	\$ 119,175.00	\$ 137,975.00	\$ 84,775.00	\$ 26,880.00	\$ 1,085,275.00
2027	\$ 437,200.00	\$ 308,775.00	\$ 119,800.00	\$ 138,850.00	\$ 82,275.00	\$ 26,450.00	\$ 1,086,900.00
2028	\$ 433,450.00	\$ 309,025.00	\$ 120,175.00	\$ 139,475.00	\$ 84,650.00	\$ 26,020.00	\$ 1,086,775.00
2029	\$ 434,075.00	\$ 308,775.00	\$ 120,300.00	\$ 139,850.00	\$ 81,900.00	\$ 25,590.00	\$ 1,084,900.00
2030	\$ 433,950.00	\$ 308,025.00	\$ 120,175.00	\$ 139,975.00	\$ 84,025.00	\$ 25,160.00	\$ 1,086,150.00
2031	\$ 437,950.00	\$ 311,650.00	\$ 119,800.00	\$ 139,850.00	\$ 85,900.00	\$ 24,730.00	\$ 1,095,150.00
2032	\$ 434,600.00	\$ 307,175.00	\$ 120,325.00	\$ 140,575.00	\$ 83,300.00	\$ 24,300.00	\$ 1,085,975.00
2033	\$ 434,250.00	\$ 309,825.00	\$ 121,800.00	\$ 142,200.00	\$ 86,275.00	\$ 23,870.00	\$ 1,094,350.00
2034	\$ 433,600.00	\$ 307,250.00		\$ 138,750.00	\$ 84,175.00	\$ 23,440.00	\$ 963,775.00
2035	\$ 437,575.00	\$ 309,450.00		\$ 140,225.00	\$ 82,075.00	\$ 23,010.00	\$ 969,325.00
2036	\$ 436,175.00	\$ 311,350.00		\$ 141,550.00	\$ 84,900.00	\$ 22,580.00	\$ 973,975.00
2037	\$ 434,475.00	\$ 308,025.00		\$ 142,725.00	\$ 82,650.00	\$ 22,150.00	\$ 967,875.00
2038	\$ 437,400.00	\$ 309,475.00		\$ 138,825.00	\$ 85,325.00	\$ 21,720.00	\$ 971,025.00
2039	\$ 436,000.00	\$ 311,375.00		\$ 140,187.50	\$ 83,125.00	\$ 21,290.00	\$ 970,687.50
2040	\$ 435,375.00	\$ 308,812.50		\$ 141,750.00	\$ 86,062.50	\$ 20,860.00	\$ 972,000.00
2041						\$ 20,430.00	
Total	7,839,875.00	5,562,087.50	1,323,325.00	2,525,062.50	1,514,612.50	441,270.00	18,764,962.50

****CWT 15-12: Funded by Receipts Reserved

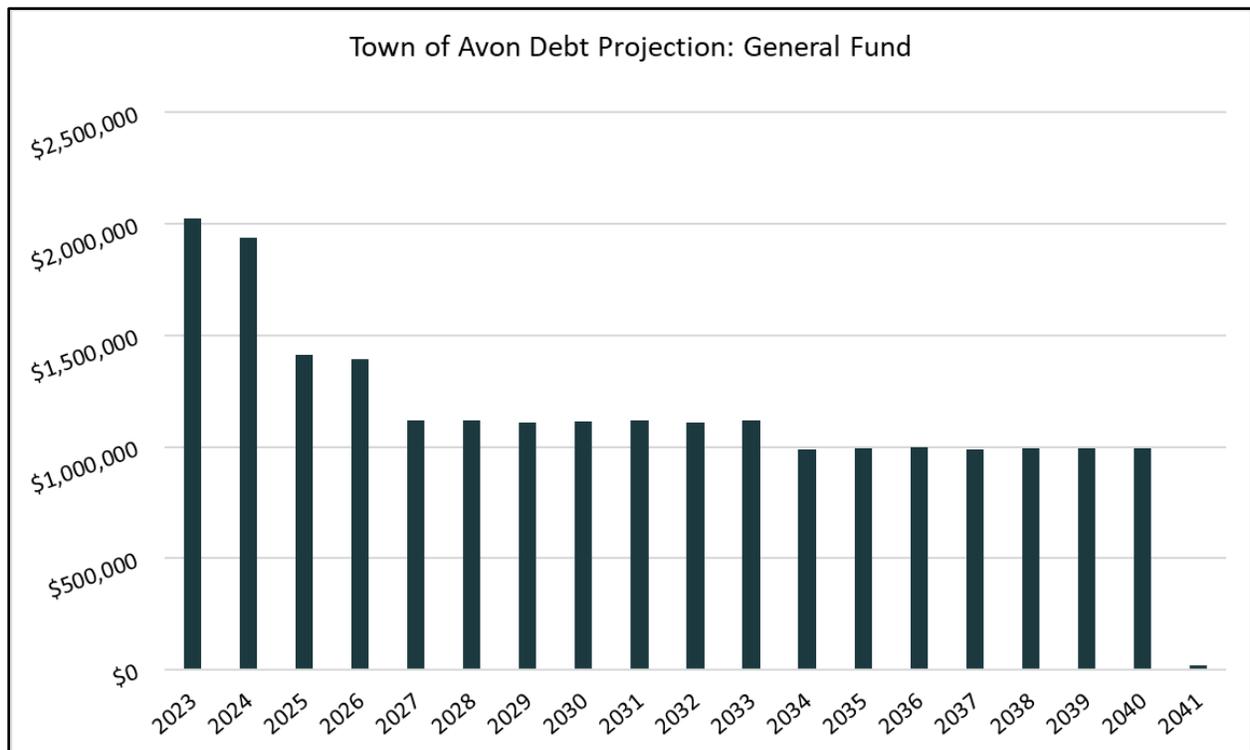
Year	Butler HVAC	East High -Spring	Pond St Rehab	*School Renovation	South/Central DW1-17	West Spring	Totals
2023	\$ 31,800.00	\$ 265,000.00	\$ 233,200.00	\$ 313,300.00	\$ 52,589.01	\$ 11,200.00	\$ 907,089.01
2024	\$ 30,600.00	\$ 255,000.00	\$ 224,400.00	\$ 302,300.00		\$ 5,900.00	\$ 818,200.00
2025				\$ 291,300.00		\$ 5,700.00	\$ 297,000.00
2026				\$ 275,400.00		\$ 5,500.00	\$ 280,900.00
2027						\$ 5,300.00	\$ 5,300.00
2028						\$ 5,100.00	\$ 5,100.00
2029							\$ -
2030							\$ -
2031							\$ -
2032							\$ -
2033							\$ -
2034							\$ -
2035							\$ -
2036							\$ -
2037							\$ -
2038							\$ -
2039							\$ -
2040							\$ -
2041							\$ -
Total	62,400.00	520,000.00	457,600.00	1,182,300.00	52,589.01	38,700.00	2,313,589.01

*After refunding.



Debt Projection Bar Graph: General Fund

Year	Total Debt Service
2023	\$ 2,026,659.01
2024	\$ 1,938,340.00
2025	\$ 1,411,335.00
2026	\$ 1,393,055.00
2027	\$ 1,118,650.00
2028	\$ 1,117,895.00
2029	\$ 1,110,490.00
2030	\$ 1,111,310.00
2031	\$ 1,119,880.00
2032	\$ 1,110,275.00
2033	\$ 1,118,220.00
2034	\$ 987,215.00
2035	\$ 992,335.00
2036	\$ 996,555.00
2037	\$ 990,025.00
2038	\$ 992,745.00
2039	\$ 991,977.50
2040	\$ 992,860.00
2041	\$ 20,430.00
Total	21,540,251.51





Pension, Benefits & Insurance

Pension

Town employees are part of the Norfolk County Retirement System which services approximately 10,000 active and retired members, 19 towns and 21 authorities and special districts. The plan is scheduled to be fully funded in FY2029 based upon the latest actuarial valuation. Currently, the Town has the following number of plan participants:

Active (Town & School)	111
Retired	67
Disabled	10
Inactive	50
Total	238

The Town of Avon’s Financial Report¹ ending June 30, 2022, states;

Plan Description – Substantially all employees of the Town (except teachers and administrator under the contract employed by the School Department) and Avon Housing Authority are members of the Norfolk County Retirement System (the System), a cost-sharing, multiple employer public employee retirement system (PERS). Eligible employees must participate in the System. The System provides pension benefits, deferred allowances, and death and disability benefits. Chapter 32 of Massachusetts General Laws establishes the authority of the System, contribution percentages and benefits paid. The Norfolk County Retirement Board does not have the authority to amend benefit provisions.

Participant Contributions – Participants contribute a set percentage of their gross regular compensation annually. Employee contribution percentages are specified in Chapter 32 of Massachusetts General Law. The employee’s individual contribution percentage is determined by the date of entry into the System. In addition, all employees hired on or after January 1, 1979, contribute an additional 2% on all gross regular compensation over the rate of \$30,000 per year. The percentages are as follows:

Before January 1, 1975	5.00%
January 1, 1975 - December 31, 1983	7.00%
January 1, 1984 – June 30, 1996	8.00%
Beginning July 1, 1996	9.00%
1979 – present	Additional 2.00% of salary in excess of \$30,000
Group 1 members hired on or after April 2, 2012	6.00% with 30 or more years of creditable service

¹ Town of Avon, Massachusetts, “Financial Statements”, “For the Year Ended June 30, 2022”, Page 40-49, 59.



Employer Contributions – Employers are required to contribute at actuarially determined rates as accepted by the Public Employee Retirement Administration Commission (PERAC). The Town’s contribution to the System for the year ended June 30, 2022, was \$1,560,397, which was equal to its annual required contribution.

Schedule of Proportionate Share of the Net Pension Liability

Norfolk County Contributory Retirement System						
Fiscal Year	Measurement Date	Proportion of the Net Pension Liability	Proportionate Share of the Net Pension Liability	Covered Payroll	Proportionate Share of the Net Pension Liability as a Percentage of Covered Payroll	Plan Fiduciary Net Position Percentage of the Total Pension Liability
June 30, 2022	December 31, 2021	1.8213%	\$ 6,712,275	\$ 6,475,864	103.65%	79.40%
June 30, 2021	December 31, 2020	1.7729%	\$ 9,055,168	\$ 6,044,338	149.81%	70.20%
June 30, 2020	December 31, 2019	1.7704%	\$ 10,394,255	\$ 5,839,940	177.99%	64.60%
June 30, 2019	December 31, 2018	1.8481%	\$ 12,028,077	\$ 5,435,819	221.27%	58.30%
June 30, 2018	December 31, 2017	1.8454%	\$ 10,205,142	\$ 5,252,001	194.31%	63.50%
June 30, 2017	December 31, 2016	1.8000%	\$ 9,836,994	\$ 4,843,424	203.10%	58.60%
June 30, 2016	December 31, 2015	1.8000%	\$ 10,236,116	\$ 5,039,939	203.10%	58.60%
June 30, 2015	December 31, 2014	1.9000%	\$ 10,088,807	\$ 3,183,593	316.90%	60.10%

Please visit <https://www.norfolkcountyretirement.org/> for more information.

Budget

Account Description	FY2023 Budget	FY2024 Budget	FY2025 Proposed Budget	\$ Variance	% Variance
Pension Contribution	1,674,267	1,846,616	1,961,866	115,250	6.24%
<i>Total</i>	<i>1,674,267</i>	<i>1,846,616</i>	<i>1,961,866</i>	<i>115,250</i>	<i>6.24%</i>

Other Post Retirement Benefits (OPEB)

According to Avon’s Financial Report ending June 30, 2022², “In fiscal year 2010, the Town established a single employer defined benefit OPEB Trust Fund to provide funding for future employee health care costs.”

The Town of Avon’s Financial Report ending June 30, 2022, states;

Plan Description – The Town provides post-employment healthcare benefits for retired employees through the Town’s plan. The Town provides health insurance coverage through Blue Cross Blue Shield of Massachusetts. The benefits, benefit levels, employee contributions, and employer contributions are governed by Chapter 32 of Massachusetts General Law.

² Town of Avon, Massachusetts, “Financial Statements”, “For the Year Ended June 30, 2022”, Page 49-54, 61.



Funding Policy – The Town’s funding policy includes financing the implicit subsidy on a pay-as-you-go basis, as required by statute. Additional contributions are based on annual budget limitations/authorizations.

Plan Membership – At June 30, 2022, the following employees were covered by the benefit terms:

Inactive employees or beneficiaries currently receiving benefit payments	136
Active employees	<u>215</u>
Total	351

Net OPEB Liability – The components of the net OPEB liability, measured as of June 30, 2022, were as follows:

Total OPEB liability	\$19,334,522
Plan fiduciary net position	<u>\$2,610,333</u>
Net OPEB liability	\$16,724,189

Plan fiduciary net position as a percentage of the total OPEB liability **13.50%**

Schedule of Changes in the Net OPEB Liability

	<u>2022</u>	<u>2021</u>	<u>2020</u>
Total OPEB liability			
Service cost	\$ 475,255	\$ 511,946	\$ 495,808
Interest	1,104,686	1,074,706	1,034,525
Changes of benefit terms	-	-	-
Differences between expected and actual experience	-	(2,178,868)	(45,190)
Changes of assumptions	966,450	1,963,543	-
Benefit payments, including refunds of member contributions	<u>(810,906)</u>	<u>(897,663)</u>	<u>(820,302)</u>
Net change in total OPEB liability	1,735,485	473,664	664,841
Total OPEB liability - beginning	<u>17,599,037</u>	<u>17,125,373</u>	<u>16,460,532</u>
Total OPEB liability - ending (a)	19,334,522	17,599,037	17,125,373
Plan fiduciary net position			
Contributions - employer	1,193,884	1,446,007	1,054,433
Net investment income	(358,434)	455,946	48,493
Benefit payments, including refunds of member contributions	<u>(810,906)</u>	<u>(897,663)</u>	<u>(820,302)</u>
Net change in plan fiduciary net position	24,544	1,004,290	282,624
Plan fiduciary net position - beginning	<u>2,585,789</u>	<u>1,581,499</u>	<u>1,298,875</u>
Plan fiduciary net position - ending (b)	<u>2,610,333</u>	<u>2,585,789</u>	<u>1,581,499</u>
Net OPEB liability (asset) - ending (a-b)	<u>\$ 16,724,189</u>	<u>\$ 15,013,248</u>	<u>\$ 15,543,874</u>



Budget

Account Description	FY2023 Budget	FY2024 Budget	FY2025 Proposed Budget	\$ Variance	% Variance
OPEB Contribution	225,000	145,000	145,000	-	0.00%
<i>Total</i>	<i>225,000</i>	<i>145,000</i>	<i>145,000</i>	<i>-</i>	<i>0.00%</i>

Workers' Compensation

The Town uses MIIA to administer workers compensation for Town employees. Workers Compensation pays the employee 60% of their salary during their absence with the additional 40% taken from sick and vacation time in order to continue to pay for benefits. Police and Fire have their own program called 111F which is also administered by MIIA. Compensation is 100% paid by the insurance. Avon has chosen to do multiple workshops with DPW, Police, and Fire to avoid and reduce incidents.

Budget

Account Description	FY2023 Budget	FY2024 Budget	FY2025 Proposed Budget	\$ Variance	% Variance
Workers Compensation	112,000	112,000	150,000	38,000	33.93%
<i>Total</i>	<i>112,000</i>	<i>112,000</i>	<i>150,000</i>	<i>38,000</i>	<i>33.93%</i>

Unemployment Compensation

The Town uses the Unemployment Service Corporation (USC) out of Mashpee, Massachusetts, to handle unemployment claims. For a small, budgeted fee of \$800 annually, USC administers and reviews claims as well as will represent the Town if a hearing is required; or a false claim needs to be addressed.

Budget

Account Description	FY2023 Budget	FY2024 Budget	FY2025 Proposed Budget	\$ Variance	% Variance
Unemployment	60,000	50,000	50,000	-	0.00%
<i>Total</i>	<i>60,000</i>	<i>50,000</i>	<i>50,000</i>	<i>-</i>	<i>0.00%</i>

Medical/Life Insurance

The Town offers both HMO and PPO as well as MEDEX supplemental health insurance through Blue Cross Blue Shield of Massachusetts. Presently, 274 employees and retirees access the plans. Over the past several years, the Town has seen a rise in premium rates ranging between 7% and 10%. The following general details describe the employer / employee cost share for health and life insurance.



- HMO premium is a split plan where the Town pays 75% and employee pays 25%
- PPO and MEDEX plans are split 50% Town and 50% employee
- Dental is 100% employee paid

Budget

Account Description	FY2023 Budget	FY2024 Budget	FY2025 Proposed Budget	\$ Variance	% Variance
Health & Life Insurance Premiums	3,198,031	3,412,583	3,558,867	146,284	4.29%
Expenses	5,000	5,000	7,000	2,000	40.00%
<i>Total</i>	<i>3,203,031</i>	<i>3,417,583</i>	<i>3,565,867</i>	<i>148,284</i>	<i>4.34%</i>

Medicare/FICA

According to the IRS, the Federal Insurance Contributions Act (FICA) outlines mandatory Medicare taxes for both employees and employers. At present, the tax rate for Medicare is 1.45% employee and 1.45% employer for a total of 2.9%. Additional Medicare taxes may apply for employees whose annual wages exceed \$200,000.³

The town of Avon does not withhold or pay into the federal social security system as a pension plan is in place allowing an exception.

Budget

Account Description	FY2023 Budget	FY2024 Budget	FY2025 Proposed Budget	\$ Variance	% Variance
Medicare	250,000	255,000	260,000	5,000	1.96%
<i>Total</i>	<i>250,000</i>	<i>255,000</i>	<i>260,000</i>	<i>5,000</i>	<i>1.96%</i>

Medicaid

Medicaid is a federal health insurance program that offers and provides coverage to “low-income adults, children, pregnant women, elderly adults and people with disabilities”⁴. A joint funding formula is utilized to support the program where states and the federal government each contribute.

³ IRS. Topic No. 751, Social Security and Medicare Withholding Rates. <https://www.irs.gov/taxtopics/tc751>.

⁴ Medicaid.gov. <https://www.medicaid.gov/medicaid/index.html>.



The town of Avon contracts an outside vendor, North River Collaborative, to administer the reimbursement of Medicaid funds on behalf of Avon Public Schools. There is a 6% administration fee which is budgeted and paid annually based upon the reimbursements received.

Budget

Account Description	FY2023 Budget	FY2024 Budget	FY2025 Proposed Budget	\$ Variance	% Variance
Medicaid	10,000	10,000	10,000	-	0.00%
<i>Total</i>	<i>10,000</i>	<i>10,000</i>	<i>10,000</i>	<i>-</i>	<i>0.00%</i>



Other Non-Departmental

Liability Insurance

Avon contracts the Massachusetts Interlocal Insurance Association (MIIA) to provide certain insurance services to the Town. Services included span Vehicle, Property & Casualty, and also coverage for cyber security and bonding for Town officials.

Budget

Account Description	FY2023 Budget	FY2024 Budget	FY2025 Proposed Budget	\$ Variance	% Variance
Liability Insurance	175,000	185,000	212,500	27,500	14.86%
<i>Total</i>	<i>175,000</i>	<i>185,000</i>	<i>212,500</i>	<i>27,500</i>	<i>14.86%</i>

Assessments

The State of Massachusetts and Norfolk County charge assessments to their municipalities for various expenses, including but not limited to; Norfolk County Tax, Old Colony Planning Council, mosquito control, air pollution districts, RMV non-renewal surcharge, and regional transit services. Avon, according to the Governor’s FY2025 Budget will be assessed \$523,225.

It should be noted that these charges appear in function code 810 and are not carried within the annual general fund budget as they are offset by State Aid.

Budget

Account Description	FY2023 Budget	FY2024 Budget	FY2025 Proposed Budget	\$ Variance	% Variance
County Assessments	36,922	40,858	41,879	1,021	2.50%
State Assessments	657,173	548,981	481,346	(67,635)	-12.32%
<i>Total</i>	<i>694,095</i>	<i>589,839</i>	<i>523,225</i>	<i>(66,614)</i>	<i>-11.29%</i>



Reserve Funds

The Town has set aside funding sources for capital items or other unforeseen expenses that may be needed during the fiscal year. Over the last few years, the Town has established a new line item in the general fund entitled “Capital Reserve” as dictated by the Town’s D-2 Capital Improvement Financing policy. The purpose of this account is to support expenditures related to capital needs that are not included in departmental budgets. These funds are meant to only be accessed for unforeseen or extraordinary circumstances alongside the existing General Reserve Fund established under policy C-3. The “Capital Reserve” account is in addition to the existing Capital Stabilization Fund.

Budget

Account Description	FY2023 Budget	FY2024 Budget	FY2025 Proposed Budget	\$ Variance	% Variance
Finance Committee Reserve	75,000	75,000	75,000	-	0.00%
Capital Reserve	61,170	76,170	91,170	15,000	19.69%
<i>Total</i>	<i>136,170</i>	<i>151,170</i>	<i>166,170</i>	<i>15,000</i>	<i>9.92%</i>



Transfers & Other Financing Uses

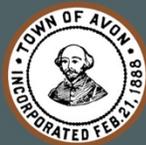
Interfund Transfers

Due to the Municipal Modernization Act, the Town is able to transfer funds during the last 60 days of the fiscal year between departments and with the approval of the Board of Selectmen and Finance Committee. The Town generally uses the excess funds from the insurance line item to support departmental shortages at year end. Historically, the Town funds any Snow and Ice deficit using this method in order to keep it from being raised on the tax recap.

Transfers to Stabilization Fund

The town of Avon's financial Policies C-1 Free Cash and C-2 Stabilization Funds discuss how Free Cash is divided to support the two existing stabilization funds; General Stabilization and Capital Stabilization. These transfers are made once Free Cash is certified and by abiding by the parameters laid out in the applicable policies.

Capital Outlay



TOWN OF
Avon
MASSACHUSETTS



Capital Narrative

Avon's Capital Planning Process

The town of Avon is governed by its Town Bylaws, which have established a capital planning process in Article V-7. The Capital Committee is responsible for submitting the annual capital budget to Town Meeting alongside a yearly report detailing a proposed schedule of capital expenditures over a five-year period. The definition of a capital project is a construction, reconstruction, rehabilitation, purchase of a building, purchase of land, or purchase of equipment having a useful life of at least five years and exceeding a total dollar amount of \$25,000. Further, Avon's Financial Policies Section D Capital Improvement Plan and Policies, delineates funding options, timeline, and process instructions surrounding capital planning.

Avon's current Capital Budget process described in Policy D-3a is as follows:

The Town Administrator shall be responsible for requesting departments and Town Boards to submit their annual and long- term capital proposals to the executive office no later than October 1 of each year. After discussion and review of all proposals, the Town Administrator shall assemble and submit all qualified (projects over \$25,000) to the Capital Committee along with recommendations on priorities and available funding and source.

The Capital Committee shall discuss and review all qualified capital proposals with the departments and Boards who have submitted the proposal. The Capital Committee shall develop a recommendation for the annual capital budget and long-term capital plan and submit it to the Board of Selectmen, School Committee and Finance Committee for review.

The Board of Selectmen, School Committee and Finance Committee may, independently, review the recommendations of the Capital Committee and develop recommendations. In the event that the Board of Selectmen, Finance Committee or School Committee have alternative positions to the Capital Committee recommendations, the Capital Committee will convene a meeting with these Boards to attempt to reach consensus on the annual capital budget prior to the Town Meeting. The Capital Committee shall submit the Capital warrant article to Town Meeting. If positions cannot be reconciled, the Board of Selectmen, School Committee and / or Finance Committee may offer a motion to amend the Capital committee's article at Town Meeting.

A capital item is defined as a construction, reconstruction, rehabilitation, purchase of a building, purchase of land or purchase of equipment. In order to qualify as a capital project, the capital expenditure must have a useful life of five years or more, and must exceed \$25,000 in cost, be purchased or undertaken at intervals not less than three years and have a useful life of at least three years. All Officers, Boards, Commissions, and Committees shall, by January 30 of each year, submit to the Finance Committee



information concerning all anticipated Capital Projects and Purchases requiring Town Meeting action, as directed by the Bylaw.

The Annual Town Meeting occurs on the first Thursday of May. Department directors and staff are generally permitted to begin the procurement process for capital items that are approved by the Town Meeting when the new fiscal year begins on July 1st.

The graphic on the subsequent page summarizes the Town's capital planning process.



Avon's Capital Process Calendar

August - September Department Heads and other staff compile capital requests.	October 1 Department Heads and other staff submit capital requests no later than October 1 annually to the executive office.	October - November Town Administrator meets with Department Heads and other staff to discuss capital requests. Town Administrator submits priorities to the Capital Committee.	January 30 Capital Committee submits capital requests to the Finance Committee.
February - April Finance Committee reviews all budget requests and submits recommendation to the Select Board to include on the Town Meeting Warrant.	First Thursday in May Town Meeting approval of upcoming year's budget is followed by department head preparation for acquisition and/or project management plan (if needed), and development activities <i>beginning</i> on July 1.	July 1 - Ongoing Beginning of fiscal year; monitoring of new and ongoing projects as needed.	



FY2025 Capital Outlay

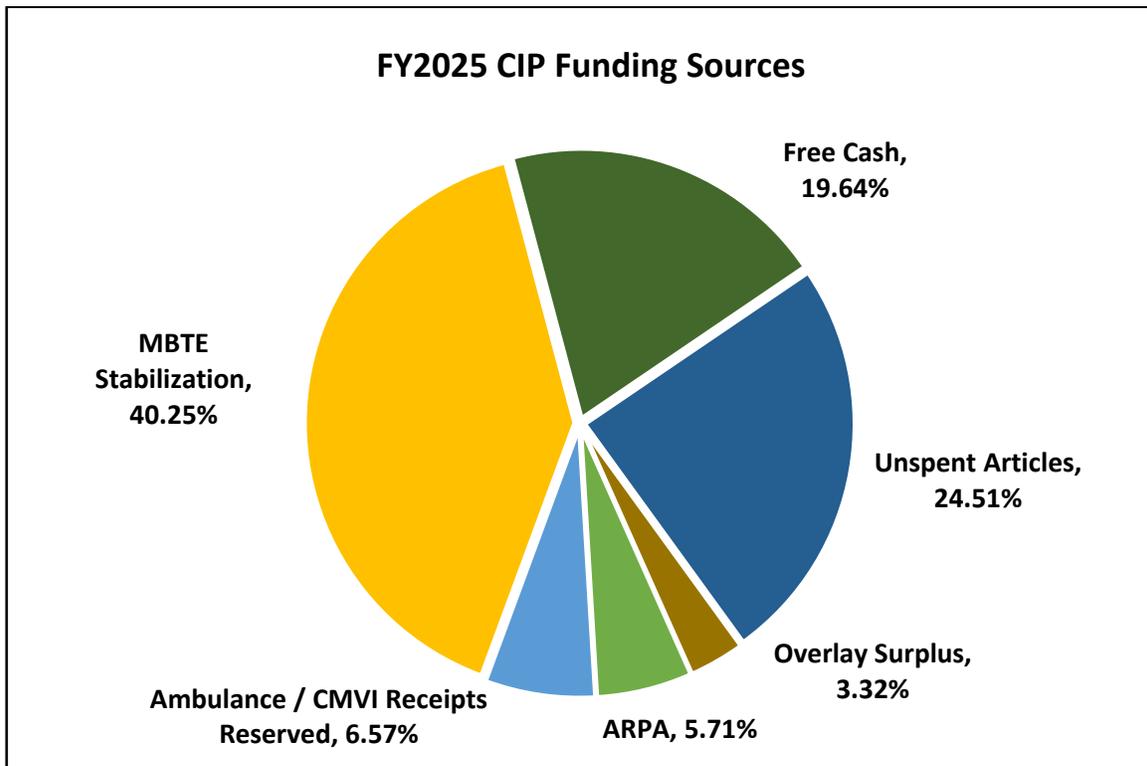
Department Heads met with the Town Administrator and Financial Staff to present their requests for FY2025 capital needs. The Finance Team determines the best funding source for each capital request and subsequently places the request on the warrant for approval. Funding sources range from the tax levy, Free Cash, unused article funds, or other available funds such as the Ambulance Receipts Reserved or CMVI Receipts Reserved. The proposed FY2025 capital budget totals \$6,390,836 using a variety of funding sources.

Capital Projects FY2025

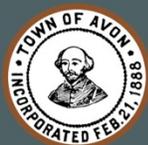
Project Description	Funding Source	FY2025 Project Total
Fire: Self-Contained Breathing Apparatus (SCBA)	ARPA	312,000
Fire: Car 2 Replacement Command Vehicle	Ambulance	94,000
Fire: Ambulance 5 Year Lease Program (Payment 4/5)	Ambulance	116,007
Fire: New Ambulance (5 Year Lease Program)	Ambulance	150,000
Town: Employee Handbook	Unspent Article	8,510
Police: 2 Vehicles	CMVI	60,000
Emergency Management: Generator/Transfer Switch & Install	ARPA	15,000
DPW: New Salt Shed	Free Cash	730,250
DPW: Six Wheel Truck	Unspent Articles	290,000
IT: New phone system	Free Cash	30,000
DPW: Water Masker Plan	Unspent Articles	25,000
DPW: Page Central Water Tanks	MBTE Stabilization	2,572,000
Town: Town Office Feasibility Study	Articles/Overlay/FC	1,950,000
Library: Security Cameras	ARPA	38,069
Total Capital Expenditures		6,390,836



Funding Source	FY2025 Total	% of Total
ARPA	365,069	5.71%
Ambulance / CMVI Receipts Reserved	420,007	6.57%
MBTE Stabilization	2,572,000	40.25%
Free Cash	1,255,167	19.64%
Unspent Articles	1,566,593	24.51%
Overlay Surplus	212,000	3.32%
Total	6,390,836	100.00%



Appendices



TOWN OF
Avon
MASSACHUSETTS



Glossary of Terms

ABATEMENT - Abatement is a reduction of a tax liability. The Board of Assessors grant abatements for real estate and personal property taxes in cases where an individual's assessed valuation is determined to be in excess of fair market value.

ACCRUAL BASIS FOR ACCOUNTING – A method of accounting that recognizes revenue when earned, rather than when collected, and recognizes expenses when incurred, rather than when paid.

APPROPRIATIONS - A legal authorization to expend money and incur obligations for specific public purposes. Massachusetts municipal finance laws require that all general-purpose expenditures be authorized by a majority vote of Town Meeting.

There are two basic types of appropriations - operating appropriations, and special article appropriations. Operating appropriations last for one fiscal year only, and any unobligated balance is closed at the end of the fiscal year. Salaries is an example of an operating appropriation. Special Article appropriations are generally voted for a specific project, such as the completion of a capital improvement or the purchase of a piece of capital equipment. Special article appropriations are closed upon completion of the project for which the funds were voted.

ARTICLE - An article or item on the Town Warrant.

ASSESSED VALUATION - The valuation of real estate or other property determined by the Town Assessor for tax levying purposes in accordance with the legal requirement that property be assessed at "full and fair cash value" certified periodically by the Commonwealth's Commissioner of Revenue (no less frequently than once every three years).

ASSETS – Property, plant and equipment owned by the Town.

AUDIT – A comprehensive examination as to the manner in which the government's resources were actually utilized concluding in a written report of its findings. An accounting audit is intended to ascertain whether financial statements fairly present the financial position and results of operations of the Town. The Town is required to conduct an audit annually. An outside Certified Public Accountant (CPA) audit is directed primarily toward the expression of an opinion as to the fairness of the financial statements and submission of a management letter. An auditor must be independent of the executive branch of government. A state auditor, private CPA, or public accountant, or elected auditor meets this test.

BOND - A written promise to pay a specified sum of money, called the face value or principal amount, at specified dates in the future, called the maturity date(s), together with periodic interest at a specified rate. The difference between notes, usually one year or two years in length, and a bond is that the latter runs for a longer period of time.

BOND ANTICIPATION NOTE (BAN) – A temporary note issued typically for one year. This is commonly used to defer the initial pay down of debt or to accommodate reimbursement for borrowed notes from a private source or other governmental entity.

BUDGET - The budget is the Town's financial plan for a given fiscal period. The annual budget includes an estimate of proposed expenditures, as well as a forecast of estimated revenues and other financing sources. Town Meeting adopts the budget by voting a series of appropriations, which may not; in the



absence of an override of Proposition 2 1/2 exceed the estimated total amount of revenues and other financing sources for the fiscal period.

CAPITAL EXPENDITURE - A major, non-recurring expenditure involving land acquisition, construction or major rehabilitation of a facility, or purchase of equipment costing \$10,000 or more with a useful life of five years or more.

CAPITAL IMPROVEMENT PROGRAM (CIP) - A financial planning and management tool which: identifies public facility and equipment requirements; places these requirements in order of priority; and schedules them for funding and implementation.

CHAPTER 90 - Massachusetts General Laws Chapter 90, Section 34 authorizes the Commonwealth to allocate funds to municipalities through the Transportation Bond Issue for highway construction, preservation and improvement projects that create or extend the life of capital facilities. Routine maintenance operations such as pothole filling and snow and ice removal are not covered. The formula for determining the Chapter 90 level of funding is based on a municipality's miles of public ways, population, and level of employment. Municipalities receive Chapter 90 funds on pre-approved projects on a reimbursement basis.

CHERRY SHEET - The State allocates a portion of generated revenue to municipalities each year for education and general governmental expenditures. The amount of state aids each community will receive is itemized in a financial statement printed on cherry colored paper (thus the name). The amount of reimbursement is a function of the State budget. Towns usually receive notification in late summer, subsequent to the beginning of the fiscal year.

CLASSIFICATION - Massachusetts municipal finance law requires that all real estate and personal property be appraised at "full and fair cash valuation" for the purpose of assessing property taxes. Once the Commissioner of the Massachusetts Department of Revenue certifies that properties are appraised at "full and fair cash valuation" (once every three years), the Board of Selectmen may impose a tax classification plan, whereby a portion of the residential tax burden may be shifted to the commercial/industrial class of taxpayers.

DEBT EXCLUSION - The amount of taxes assessed in excess of the Proposition 2-1/2 levy limit for the payment of debt service costs attributable to a vote of the electorate. These funds are raised to retire the debt service for the project. They are not added to the tax levy limit for the following fiscal year.

DEBT SERVICE - Payment of interest and principal on an obligation resulting from the issuance of bonds.

DEPARTMENT – A division of the Town that has overall management responsibility for an operation or group of related operations within a functional area.

DEPRECIATION – 1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, and inadequacy of obsolescence. 2) That portion of the cost of a capital asset that is charged as an expense during a particular period. Depreciation is based on historic costs not replacement value.

ENCUMBRANCE – To encumber funds means to set aside or commit funds for a future expenditure. Encumbrances include obligations in the form of purchase orders, contracts or salary commitments, which are chargeable to an appropriation and for which a part of the appropriation is reserved.



ENTERPRISE FUNDS - Enterprise Funds, authorized by MGL Ch. 44§53F ½, are used to account for operations which are financed and operated in a manner similar to business operations and where the costs of providing goods or services are financed in whole or in part by user charges (charges for services). Services accounted for in Enterprise Funds are tangible and can be measured for determining a charge for services.

In Massachusetts, the most common types of government enterprises include utility or utility-type services for water treatment and delivery, sewerage collection and treatment, and electricity generation and distribution. Less common but prevalent operations include hospitals, airports, parking, swimming pools, and golf courses.

Individual services must ordinarily be accounted for in separate Enterprise Funds. Segregation is essential for determining the total cost of services and the extent to which user charges cover that cost. Although a community may decide to recover only a portion of its costs from user charges, it is essential from a management point of view that it understands what its total costs are. Such costs include amounts for repayment of long-term debt and related interest and estimates for depreciation.

EXPENDITURE – The spending of money by the Town for the programs or projects within the approved budget.

FISCAL YEAR (FY) - The Town operates on a July 1st through June 30th fiscal year.

FREE CASH - The amount certified annually by the Dept of Revenue that represents the unreserved fund balance less all outstanding tax receivables. This balance is created when actual revenues exceed those estimated and/or expenditures are less than appropriations for any given fiscal year. These funds may be appropriated by the Town Meeting as a resource for the next fiscal year's operations or any other purpose authorized by state statute. Certified Free Cash is available for appropriation by Town Meeting for any lawful purpose.

FUND BALANCE - The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. Monies in the various governmental funds as of June 30 that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of Free C

FUNDING SOURCE – The specifically identified funds allocated to meet budget requirements/expenses.

GENERAL FUND - Revenues derived from the tax levy, state aid, local receipts and available funds are considered General Fund revenues. The General Fund is distinguished from Enterprise Funds and Special Revenue Funds.

GRANT – A contribution by one government unit or outside agency to another governmental unit. The contribution is usually made for a specific purpose but is sometimes for general purposes.

LEVY LIMIT - The maximum amount of money which the Town can raise from the property tax levy, without an override of proposition 2 1/2.

LIABILITY – Debt or other legal obligation which must be paid, renewed, or refunded at some future date, but does not include encumbrances.

LOCAL RECEIPTS - A category of revenue sources including department charges for services, investment income, fines, and forfeitures, building permits and excise taxes. These revenues are not considered part of the Proposition 2 ½ Tax Levy.



MODIFIED ACCRUAL BASIS FOR ACCOUNTING – A method of accounting that recognizes revenue when it is actually received and recognizes expenditures when a commitment is made.

MOTOR VEHICLE EXCISE - All Massachusetts vehicle owners who have their vehicle(s) registered in the Commonwealth of Massachusetts pay an annual motor vehicle excise tax to the town.

NEW GROWTH - In addition to a standard 2 1/2% annual increase in the property tax levy, Proposition 2 1/2 allows the levy to be increased further by the sum of certain qualifying new construction valuation, multiplied by the prior year tax rate. Qualifying new construction valuation is known as "New Growth".

OPERATING BUDGET – The portion of the budget that pertains to daily operations, which provide basic services for the fiscal year. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel, and fuel and the proposed means of financing them.

OVERLAY - The amount raised in the tax levy for funding abatements granted by the Board of A

OVERRIDE - An action taken by the voters of the town to exceed the limit placed on tax revenue growth by the State tax limitation law known as Proposition 2 ½. The tax levy limit can be exceeded only if a majority of residents voting approve an override. This sum is then added to the base levy for the next fiscal year, and this becomes a permanent addition to the tax levy limit.

PROPOSITION 2 ½ - A tax limitation measure passed by Massachusetts voters in 1980 which limits the growth of the total property tax levy to 2.5% per year. The total revenue allowed to be raised through real estate and personal property taxes cannot increase by more than 2.5% from one fiscal year to the next unless the residents of the town vote to approve a debt exclusion or an operating override. New construction values are in addition to this limit.

RESERVE FUND - An amount set aside annually within the budget of the town to provide a funding source for "extraordinary and unforeseen" expenditures. The Advisory Committee can authorize t

RETAINED EARNINGS – The accumulated earnings of the enterprise funds.

RESOURCES - Total dollar amounts available for appropriation including estimated revenues, fund transfers, and beginning fund balances.

REVALUATION - Massachusetts municipal finance law requires that the Massachusetts Department of Revenue formally certify that property tax assessments represent the "full and fair cash valuation" of properties. The process of determining the "full and fair cash valuation" of taxable property is known as Revaluation.

REVENUE - Budgetary resources.

REVOLVING FUND – As authorized under M.G.L. Ch. 53 E ½, departmental revolving funds allow communities to raise revenues from a specific service and use those revenues without appropriation to support the service. The total amount that may be spent from each revolving fund must be re-authorized each year at the annual town meeting. Wages or salaries for full-time employees may be paid from the revolving fund only if the fund is also charged for all associated fringe benefits.

SCHOOL BUILDING ASSISTANCE PROGRAM – A program started by the Commonwealth of Massachusetts with a mission to partner with Massachusetts communities to support the design and construction of educationally-appropriate, flexible, sustainable, and cost-effective public-school facilities.



STABILIZATION FUND – Massachusetts General Law Ch.40, Sec. 5B, authorizes a Town to create one or more stabilization funds and appropriate funds to them for any lawful purpose

TAX LEVY - The total amount raised through real estate and personal property taxes. Town property owners pay taxes to the Town based on the assessed value of their real and/or personal property. Each year the Board of Selectmen conducts a tax classification hearing to determine a tax rate. The Town Assessor adjusts real estate values in order to properly reflect fair market value. In addition to real estate, businesses may also pay a personal property tax (set at the commercial rate) based on the value of their professional equipment, furniture, and fixtures. The amount of taxes a property owner pays is determined by multiplying the applicable tax rate by the valuation. For example, if the tax rate is \$10 and a property's assessed value is \$100,000, the property owner will pay \$10 times \$100,000/1,000, or \$1,000. Tax levy revenues are the largest source of funding for the Town. These revenues support most school, police, fire, public works, library, and general governmental services to the community.

TAX LEVY LIMIT - The maximum amount that can be raised within the restrictions imposed by Proposition 2 ½.

TAX RATE - The amount of tax levied for each \$1,000 of assessed valuation.

USER FEES - Fees paid for direct receipt of a public service by the user or beneficiary of the service.



General Budget Policies Excerpt

For a full list of Avon's Financial Policies visit:

https://www.avon-ma.gov/sites/g/files/vyhlf271/f/uploads/12-19-19_town_of_avon_financial_policy_manual_002.pdf

A-1 Balanced Budget

Background:

All Massachusetts municipalities are required by state law to prepare balanced annual budgets.

The Government Finance Officers Association (GFOA) notes a true structurally balanced budget is one that supports financial sustainability for multiple years into the future.

Policy:

The Town will not balance the budget by using one time or other nonrecurring revenues to fund ongoing expenditures. The Town will not use budgetary procedures that balance the budget at the expense of future years, such as postponing or deferring payment of expenses already incurred, accruing future year revenues, or rolling over short-term debt to defer making principal payments.

The Town budget shall also support a financially sound operating position by maintaining reserves for emergencies and providing sufficient liquidity to pay bills on time and avoid revenue anticipation borrowing. (also, Section H. Unfunded Liabilities Policies.)

References:

M.G.L. c.44, §31

Achieving a Structurally Balanced Budget, Government Finance Officers Association Best Practice, February 2012

A-2 Preparation and Submission of Budget and Budget Message

Policy:

The Town Administrator will coordinate, prepare and submit the annual budget proposal simultaneously to the Board of Selectmen and Finance Committee no later than the first Thursday in January of each year. The Town Administrator's proposed budget shall include all estimated revenues, including general and enterprise funds, all estimated expenditures and supporting documents. The Town Administrator shall provide written documentation of budget assumptions and shall include a five- year history of free cash certification, stabilization fund balance, and overlay surplus. The Town Administrator shall also indicate any major differences from the current fiscal year in revenues and expenditures, together with reasons for such changes and include such other material as the Board of Selectmen and Finance Committee deem



necessary. The School Committee shall submit its proposed budget to the Board of Selectmen and Finance Committee no later than February 1 of each year.

The Board of Selectmen and Finance Committee will separately review the Town Administrator's draft Annual Budget and approve a final proposal of the Annual Budget to the Town Meeting, no later than April 1 of each year. The Board of Selectmen, School Committee and Finance Committee will make every effort to reconcile any differences that may exist between their recommendations. The Finance Committee will present its recommended Annual Budget to the Town Meeting. The Finance Committee's budget proposal shall provide a complete financial plan of all general and enterprise funds and activities for the ensuing fiscal year, an accompanying budget message, and supporting documents. The budget message from the Finance Committee shall explain the proposed budget for all Town agencies in fiscal terms and in terms of work programs. It shall outline the proposed financial policies for the Town for the ensuing fiscal year, describe the important features of the budget, indicate any major differences from the current fiscal year in financial policies, expenditures, and revenues, together with the reason(s) for such changes, summarize the Town's debt position, and include such other material as the Finance Committee deems desirable or the Board of Selectmen and Town Meeting may reasonably require.

In the event that the Board of Selectmen or School Committee have a different budget proposal, they may make a "motion to Amend" the Finance Committee's warrant article at Town Meeting. The Town Meeting shall review all budget proposals and amendments, and adopt balanced budgets in which current revenues (non-one-time) equal or exceed current expenditures. Expenditures shall be realistically budgeted and estimated revenues shall be conservatively budgeted to allow for unanticipated events. The Town shall present said estimates and assumptions behind revenue estimates along with the balanced budget.

The Town shall work toward the implementation of a budget document that meets the high standards of the Government Finance Officers Association "Distinguished Budget Presentation Award Program."

The Annual Financial Plan will adhere to the Principles of Budgeting:

Comprehensiveness – Requires that the budget embrace all of the activities of the government;

Exclusiveness – The budget should deal with only financial matters, and not with substantive legislation;

Unity – Requires the budget to be presented in gross terms, including all revenues and expenditures;

Specification – Requires that expenditures be made only for the purpose for which it was appropriated;

Annuality – Requires that budgets be presented each year and that they cover only one fiscal year;

Accuracy – Means that the revenues and expenditures should be correctly, although conservatively, estimated;

Clarity – Means that the budget proposal must be understandable to all who may read it;



Publicity – Means that the budget document must be offered for public consumption, to maximize the understanding of the proposal and the participation in the public authorization process.

The GFOA considers this as the greatest importance for an explanation to be included as a part of the legislative discussion, explaining the key issues of importance included in the document. It is equally important to distribute this information to the general public to give them a greater understanding of the issues confronting the community.

D-1 Capital Improvement Plan Budget

Policy:

The Town shall comply with Article V-7 of the Town’s Bylaws as it relates to the capital planning process. The Capital Committee shall submit the annual capital budget to Annual Town Meeting and shall also prepare an annual report that includes the proposed schedule of capital expenditures over the next five years. The Board of Selectmen and Finance Committee may provide support or alternative proposals to the Capital Committee recommendations at Town Meeting.

D-2 Capital Improvement Financing

Background:

For the purpose of these policies, the following definitions shall apply:

- Prior Year Net Revenue - Gross general fund revenues, less debt exclusions and available funds (e.g., free cash, stabilization, Community Preservation, ambulance fees and overlay surplus).
- Net Capital Investment - Gross costs from local debt, less Proposition 2 ½ debt exclusion amounts, plus the cost of capital leases, direct capital expenses (e.g., “pay-as-you-go capital) funded from capital stabilization fund and the general fund, and other local amounts approved as part of the capital budget.
- Capital Investment as a Percent of Prior Year Operating Budget – The Net Capital Investment divided by the Prior Year Net Revenue. (For FY2020, Net Capital Investment is about 0.2 percent of the Town’s Prior Year Operating Budget. These Funds have been appropriated to a Capital Reserve Account.

Policy:

The Avon Capital Improvement Plan shall be prepared and financed in accordance with the following policies:

- Outside Funding – State, federal, or private grant funding shall be pursued and used to finance the capital budget wherever possible.



- Net Capital Investment as % of Prior Year Operating Budget – The annual Net Capital Investment target shall be phased up to a level of 1.5% of Prior Year Net Revenue.
- Local Funding -The first source of capital investment shall be the Capital Stabilization Fund. Even when a significant balance exists in this account, the Town will be cautious about the amount of borrowing to be done with the capital stabilization fund as the funding source. The Town will then use modest amounts from the capital stabilization or other reserves such as free cash above target levels to fund pay-as-you go capital needs in order to meet the 1.5 % Net Capital Investment target above. In the event that annual deposits into the capital stabilization fund change significantly, the Town will revisit this capital funding policy.
- Levy Supported Capital Commitment - The Town shall phase up its net revenue supported capital commitment over a period of time with a goal of achieving a 1% commitment by FY 2024. In each year, the first \$50,000 will be appropriated to a Capital Reserve account and the remainder appropriated to the Capital Stabilization Fund;
- Debt-Financing/Borrowing -
 - The term of borrowing for a capital project shall not exceed its estimated useful life.
 - The Town will attempt to maintain a long-term debt schedule such that at least 50% of its outstanding principal will be paid within 10 years.
 - The Town will strive to issue level principal debt such that debt service will decline over the term of the issue as another means to mitigate risk regarding this funding source.
 - For any capital item of \$100,000 or less potentially funded by debt, the true cost of borrowing, including but not limited to debt service, legal services, and staff time shall be determined and made public prior to debt authorization.
 - The impact of level debt service versus level principal/declining debt on total project cost and on the Town’s operating budget shall be analyzed before borrowing is authorized.

D-3 Capital Improvement Planning Process

Background:

Article 5-7 of the Town’s Bylaws (see Appendix 1) guides the Town’s capital improvement planning process. The below policy provides additional detail for participants in the planning process.

Policy D-3a:

The Town Administrator shall be responsible for requesting departments and Town Boards to submit their annual and long- term capital proposals to the executive office no later than October 1 of each year. After discussion and review of all proposals, the Town Administrator shall assemble and submit all qualified (projects over \$25,000) to the Capital Committee along with recommendations on priorities and available funding and source.

The Capital Committee shall discuss and review all qualified capital proposals with the departments and Boards who have submitted the proposal. The Capital Committee shall develop a recommendation for the



annual capital budget and long-term capital plan and submit it to the Board of Selectmen, School Committee and Finance Committee for review.

The Board of Selectmen, School Committee and Finance Committee may, independently, review the recommendations of the Capital Committee and develop recommendations. In the event that the Board of Selectmen, Finance Committee or School Committee have alternative positions to the Capital Committee recommendations, the Capital Committee will convene a meeting with these Boards to attempt to reach consensus on the annual capital budget prior to the Town Meeting. The Capital Committee shall submit the Capital warrant article to Town Meeting. If positions cannot be reconciled, the Board of Selectmen, School Committee and / or Finance Committee may offer a motion to amend the Capital committee's article at Town Meeting.

A capital item is defined as a construction, reconstruction, rehabilitation, purchase of a building, purchase of land or purchase of equipment. In order to qualify as a capital project, the capital expenditure must have a useful life of five years or more, and must exceed \$25,000 in cost, be purchased or undertaken at intervals not less than 3 years, and have a useful life of at least three years. All Officers, Boards, Commissions, and Committees shall, by January 30 of each year, submit to the Finance Committee information concerning all anticipated Capital Projects and Purchases requiring Town Meeting action, as directed by the Bylaw.

Additional policies are identified below:

- The Capital Committee will coordinate development of the capital improvement budget.
- Future operating costs associated with new capital improvement will be projected and included in operating budget forecasts, as appropriate.
- Federal, state, or private grants or loans shall be used to finance only those capital improvements that are consistent with the Town's Capital Improvement Plan and priorities, and for which operating and maintenance costs have been included in operating budget forecasts.
- All assets shall be maintained at a level adequate to protect the Town's capital investment and to minimize future maintenance and replacement costs.
- Equipment replacement and building repair needs shall be projected for the next five years and will be updated each year. From this projection, a maintenance and replacement schedule will be developed and followed.
- Capital projects shall be prioritized based upon criteria establish by the Town.
- The estimated costs and potential funding sources for each proposed capital project shall be determined before it is submitted to the Capital Committee and Town Meeting for appropriation.
- Except as required by an emergency, all approved capital projects must be part of the annual adopted Capital Improvement Plan as required by the Town Bylaw.



Policy D-3b:

To meet the annual policy deadline, the calendar for development of the capital improvement plan is as follows:

- The Town Administrator shall provide directions and capital improvement request forms to officers, boards, commissions, committees, department directors, and other involved staff on or about September 1 of each year.
- Department directors and other involved staff shall return request forms to the Town Administrator on or about October 1 of each year.
- The Town Administrator shall meet with department directors and other involved regarding their capital budget, develop a capital budget recommendation and make adjustments to the Five- Year Capital Plan, as needed. The Town Administrator shall submit all qualified capital requests and his recommendation to the Capital Committee no later than December 1 of each year.
- The Capital Committee shall review all qualified proposals and the recommendations of the Town Administrator and submit a recommended Capital budget and long -term capital plan to the Board of Selectmen, School Committee and Finance Committee no later than the first Thursday in January.
- The Board of Selectmen, School Committee and Finance Committee shall review the capital budget and long-term capital plan of the Capital Committee and complete their recommendations no later than February 1 of each year.
- The Capital Committee, Board of Selectmen, School Committee and Finance Committee shall meet to discuss any differences for capital recommendations no later than March 1 of each year

References:

Town of Avon By Law (Article 5-7)

TOWN OF AVON
COMMONWEALTH OF MASSACHUSETTS
ANNUAL TOWN MEETING



Tuesday, May 2, 2023

The Moderator, Frank Staffier called the meeting to order at 7:00 PM with the required quorum of Fifty (50) being present. Moderator Staffier called for Congressman Stephen Lynch to lead the meeting in the Pledge of Allegiance. Congressman Stephen Lynch and Senator Michael Brady addressed the audience and provided updates.

Moderator Staffier called for Articles 1.

ARTICLE 1: A motion was made and seconded and **VOTED IN THE AFFIRMATIVE BY THE MAJORITY** to waive the reading of reports and minutes of the previous session(s) and to hear and act on the annual reports of the Town Officers and Town Departments for the year ending December 31, 2022 and to hear the reports of any committees.

ARTICLE 2: A motion was made and seconded and **VOTED IN THE AFFIRMATIVE BY THE MAJORITY** to take this Article with Article 3: to fix the salaries of the elected Town Officers for the Fiscal Year 2024 and raise and appropriate the necessary funds to defray such costs.

ARTICLE 3: A motion was made and seconded and **VOTED IN THE AFFIRMATIVE BY THE MAJORITY** to raise and appropriate or transfer from available funds such sums of money as may be necessary to defray the Town charges for the ensuing Fiscal Year 2024, including salaries of the several elected officers of the Town, and make appropriations for the same.

Dept	LINE	Description	2023 Approved	FY24 Department Request	BOS/ Fin Com Recommends	FY 24 Budget
114	<u>MODERATOR</u>					
		Salary	1,000	1,100	1,100	1,100
		Expenses	225	426	426	426
	Total Moderator		1,225	1,526	1,526	1,526
122	<u>SELECTMEN</u>					
		Salary	15,000	15,000	15,000	15,000
		Salary Non Union	67,808	73,383	73,383	73,383
		Expenses	19,022	19,022	19,022	19,022
		Salary Reserve	171,526	50,000	50,000	50,000
		Newsletter	2,000	2,000	2,000	2,000
	Total Selectmen	Celebrations	6,750	6,750	6,750	6,750
			282,106	166,155	166,155	166,155

Dept	LINE	Description	2023 Approved	FY24 Department Request	BOS/ Fin Com Recommends	FY 24 Budget
125	<u>HUMAN RESOURCES</u>					
		Expenses	9,000	12,000	12,000	12,000
	Total Human Resources		9,000	12,000	12,000	12,000
129	<u>TOWN ADMINISTRATOR</u>					
		Salary	156,788	162,392	162,392	162,392
		Expenses	4,500	4,500	4,500	4,500
	Total Town Administrator		161,288	166,892	166,892	166,892
131	<u>FINANCE COMMITTEE</u>					
		Expenses	5,050	5,050	5,050	5,050
	Total Finance Committee		5,050	5,050	5,050	5,050
132	<u>FINCOM RESERVE</u>					
		Reserve Fund	75,000	75,000	75,000	75,000
	Total Reserve Fund		75,000	75,000	75,000	75,000
135	<u>TOWN ACCOUNTANT</u>					
		Salary	109,956	118,563	118,563	118,563
		Expenses	40,020	41,328	41,328	41,328
	Total Town Accountant		149,976	159,891	159,891	159,891
141	<u>ASSESSORS</u>					
		Salaries	122,393	51,644	51,644	51,644
		Expenses	23,220	93,175	93,175	93,175
	Total Assessors		145,613	144,819	144,819	144,819
145	<u>TREASURER/COLLECTOR</u>					
		Salary	217,546	226,257	226,257	226,257
		Expenses	20,780	20,600	20,600	20,600
	Total Treasurer/Collector		238,326	246,857	246,857	246,857
149	<u>TECHNOLOGY</u>					
		Salary	80,000	85,000	85,000	85,000
		Expenses	260,000	260,000	260,000	260,000
	Total Technology		340,000	345,000	345,000	345,000
151	<u>LEGAL</u>					
		Retainer, Town Counsel	11,250	11,250	11,250	11,250
		Purchase Services	92,000	92,000	92,000	92,000
		Assessors Legal Expense	30,000	30,000	30,000	30,000
	Total Legal		133,250	133,250	133,250	133,250
152	<u>PERSONNEL BOARD</u>					
		Expenses	100	100	100	100
	Total Personnel Board		100	100	100	100

Dept	LINE	Description	2023 Approved	FY24 Department Request	BOS/ Fin Com Recommends	FY 24 Budget
155	<u>PAYROLL DATA PROC.</u>					
		Expenses	20,000	20,000	20,000	20,000
	Total Reserve Fund		20,000	20,000	20,000	20,000
161	<u>TOWN CLERK</u>					
		Salary	131,219	153,442	153,442	153,442
		Expenses	8,109	9,873	9,873	9,873
	Total Town Clerk		139,328	163,315	163,315	163,315
162	<u>ELECTIONS/REGISTRARS</u>					
		Salary	4,500	3,500	3,500	3,500
		Expenses	7,500	7,925	7,925	7,925
	Total Elections/Registrars		12,000	11,425	11,425	11,425
163	<u>CENSUS</u>					
		Expenses	3,200	3,700	3,700	3,700
	Total Census		3,200	3,700	3,700	3,700
171	<u>CONSERVATION COMMISSION</u>					
		Salary	500	-	-	-
		Expenses	4,850	4,850	4,850	4,850
	Total Conservation Comm.		5,350	4,850	4,850	4,850
175	<u>PLANNING BOARD</u>					
		Salaries	7,500	7,500	7,500	7,500
		Expenses	1,800	1,800	1,800	1,800
	Total Planning Board		9,300	9,300	9,300	9,300
176	<u>BOARD OF APPEALS</u>					
		Expenses	200	200	200	200
	Total Board of Appeals		200	200	200	200
180	<u>Development/Town Planner</u>					
		Expenses	-	40,000	40,000	40,000
	Total Development/Town Planner			40,000	40,000	40,000
184	<u>CABLE TV ADV. BOARD</u>					
		Expenses	100	100	100	100
	Total Cable TV Adv. Board		100	100	100	100
192	<u>TOWN HALL & BUILDING MAINT.</u>					
		Salary (clock)	1,000	1,000	1,000	1,000
		Expenses	85,682	85,682	85,682	85,682
	Total TH and Bldg. Maint.		86,682	86,682	86,682	86,682

Dept	LINE	Description	2023 Approved	FY24 Department Request	BOS/ Fin Com Recommends	FY 24 Budget
195	<u>TOWN REPORTS</u>					
		Expenses	3,000	3,000	3,000	3,000
		Total Town Reports	3,000	3,000	3,000	3,000
210	<u>POLICE DEPARTMENT</u>					
		Salary	2,048,513	2,241,086	2,241,086	2,241,086
		Expenses	256,773	277,392	277,392	277,392
		Police Cruiser	51,000	56,000	56,000	56,000
		CMVI transfer	(51,000)	(56,000)	(56,000)	(56,000)
		Total Police Department	2,305,286	2,518,478	2,518,478	2,518,478
215	<u>FIRE & POLICE DISPATCH</u>					
		Salary	365,439	404,414	404,414	404,414
		Total Fire & Police Dispatch	365,439	404,414	404,414	404,414
220	<u>FIRE DEPARTMENT</u>					
		Salary	1,575,809	2,237,406	1,744,846	1,744,846
		Ambulance transfer	(75,000)	(75,000)	(75,000)	(75,000)
		Expenses	226,575	284,400	284,400	284,400
		Ambulance transfer	(50,000)	(60,000)	(60,000)	(60,000)
		Total Fire Department	1,677,384	2,386,806	1,894,246	1,894,246
241	<u>BUILDING INSPECTOR</u>					
		Salary	105,283	135,411	135,411	135,411
		Alt. Inspector	3,225	3,225	3,225	3,225
		Expenses	11,030	15,285	15,285	15,285
		Total Building Inspector	119,538	153,921	153,921	153,921
242	<u>GAS INSPECTOR</u>					
		Salary	9,816	9,816	9,816	9,816
		Alt. Inspector	1,060	1,060	1,060	1,060
		Expenses	600	600	600	600
		Total Gas Inspector	11,476	11,476	11,476	11,476
243	<u>PLUMBING INSPECTOR</u>					
		Salary	9,816	9,816	9,816	9,816
		Alt. Inspector	1,060	1,060	1,060	1,060
		Expenses	600	600	600	600
		Total Plumbing Inspector	11,476	11,476	11,476	11,476
245	<u>WIRING INSPECTOR</u>					
		Salary	19,632	19,632	19,632	19,632
		Alt. Inspector	1,168	1,168	1,168	1,168
		Expenses	1,200	1,200	1,200	1,200
		Total Wiring Inspector	22,000	22,000	22,000	22,000

Dept	LINE	Description	2023 Approved	FY24 Department Request	BOS/ Fin Com Recommends	FY 24 Budget
292	<u>ANIMAL CONTROL</u>					
		Expenses	15,700	15,700	15,700	15,700
	Total Animal Control		15,700	15,700	15,700	15,700
294	<u>TREE WARDEN</u>					
		Salary	1,000	1,000	1,000	1,000
		Expenses	18,000	18,000	18,000	18,000
	Total Tree Warden		19,000	19,000	19,000	19,000
299	<u>LOCAL EMERGENCY MANAGEMENT</u>					
		Expenses	10,000	10,000	10,000	10,000
	Total Local Emerg. Mgt.		10,000	10,000	10,000	10,000
300	<u>AVON PUBLIC SCHOOLS</u>					
		Operating Expense	10,903,295	11,838,906	11,625,418	11,625,418
		School Choice offset	(960,622)	(1,164,512)	(1,164,512)	(1,164,512)
	Total Public School		9,942,673	10,674,394	10,460,906	10,460,906
390	<u>BLUE HILLS REG. SCHOOLS</u>					
		Operating Expense	738,894	690,308	690,308	690,308
		Capital Outlay	140,034	140,034	140,034	140,034
		Schools to Careers	15,058	15,058	15,058	15,058
	Total Blue Hills		893,986	845,400	845,400	845,400
391	<u>NORFOLK AGRICULTURAL</u>					
		Operating Expense	16,976	16,976	16,976	16,976
	Total Norfolk Aggie		16,976	16,976	16,976	16,976
423	<u>SNOW & ICE</u>					
		Expenses	100,000	100,000	100,000	100,000
	Total Snow & Ice		100,000	100,000	100,000	100,000
424	<u>STREET LIGHTING</u>					
		Expenses	100,000	100,000	100,000	100,000
	Total Street Lighting		100,000	100,000	100,000	100,000
433	<u>WASTE DISPOSAL</u>					
		Rubbish Collection	543,500	565,000	565,000	565,000
		Recycling Expenses	28,000	28,000	28,000	28,000
	Total Waste Disposal		571,500	593,000	593,000	593,000
440	<u>DPW</u>					
		Salary	864,777	938,418	938,418	938,418
		Expenses	597,826	598,726	598,726	598,726
	Total Highway Department		1,462,603	1,537,144	1,537,144	1,537,144

Dept	LINE	Description	2023 Approved	FY24 Department Request	BOS/ Fin Com Recommends	FY 24 Budget
510	<u>BOARD OF HEALTH</u>					
		Salary/Service	145,775	147,267	147,267	147,267
		Animal Inspector	700	700	700	700
		Expenses	16,200	18,200	18,200	18,200
		Compost Attendant	10,038	13,300	13,300	13,300
	Total Board of Health		172,713	179,467	179,467	179,467
529	<u>HEALTH SERVICES</u>					
		Visiting Nurses	14,000	14,000	14,000	14,000
	Total Health Services		14,000	14,000	14,000	14,000
541	<u>COUNCIL ON AGING</u>					
		Salary	225,163	211,691	211,691	211,691
		Expenses	10,870	15,870	15,870	15,870
	Total Council on Aging		236,033	227,561	227,561	227,561
543	<u>VETERANS SERVICES</u>					
		Salary	7,000	7,000	7,000	7,000
		Expenses	1,000	1,000	1,000	1,000
		Veterans Benefits	37,600	37,600	37,600	37,600
		Veterans Quarters	700	700	700	700
	Total Veterans Services		46,300	46,300	46,300	46,300
610	<u>LIBRARY</u>					
		Salary	325,952	327,425	327,425	327,425
		Expenses	145,784	147,121	147,121	147,121
	Total Library		471,736	474,546	474,546	474,546
650	<u>PARK & RECREATION</u>					
		Salary	62,437	62,437	62,437	62,437
		Expenses	31,633	31,633	31,633	31,633
	Total Park & Rec.		94,070	94,070	94,070	94,070
695	<u>CULTURAL COUNCIL</u>					
		Expenses	100	100	100	100
	Total Cultural		100	100	100	100
699	<u>MEMORIAL DAY</u>					
		Expenses	9,000	9,000	9,000	9,000
	Total Memorial Day		9,000	9,000	9,000	9,000
	<u>DEBT PAYMENT</u>					
710		Debt outside cap	1,945,900	1,910,600	1,910,600	1,910,600
752		Short Term Borrowing	3,000	3,000	3,000	3,000
760		Cost of Bond Issuance	15,000	15,000	15,000	15,000
	Total Debt Payment		1,963,900	1,928,600	1,928,600	1,928,600

Dept	LINE	Description	2023 Approved	FY24 Department Request	BOS/ Fin Com Recommends	FY 24 Budget
	<u>PENSIONS</u>					
911		Norfolk County Retirement	1,674,267	1,846,616	1,846,616	1,846,616
		OPEB	225,000	145,000	145,000	145,000
		Total Pensions	1,899,267	1,991,616	1,991,616	1,991,616
	<u>INSURANCE</u>					
912		Workmens Comp	112,000	112,000	112,000	112,000
913		Unemployment	60,000	50,000	50,000	50,000
914		Medical & Life	3,203,031	3,417,583	3,417,583	3,417,583
916		Medicare	250,000	255,000	255,000	255,000
910		Medicaid	10,000	10,000	10,000	10,000
945		Liability	175,000	185,000	185,000	185,000
		Total Insurance	3,810,031	4,029,583	4,029,583	4,029,583
930	<u>CAPITAL PLANNING</u>					
		Expenses	1,170	1,170	1,170	1,170
		Capital Reserve	60,000	75,000	75,000	75,000
		Total Capital Planning	61,170	76,170	76,170	76,170
		Total Budget	28,243,451	30,290,310	29,584,262	29,584,262

ARTICLE 4: A motion was made and seconded and **VOTED IN THE AFFIRMATIVE BY THE MAJORITY** to authorize the Board of Selectmen to accept and to enter into a contract for the expenditure of any funds allotted or to be allotted by the Commonwealth of Massachusetts and/or County of Norfolk for the construction, reconstruction and/or improvement of Town roads.

NOTE: Chapter 90 Funding

ARTICLE 5: A motion was made and seconded and **VOTED IN THE AFFIRMATIVE BY THE MAJORITY** to transfer from the Septic Loan Receipts Account a sum of Twenty-Seven Thousand Seven Hundred and Forty Dollars (\$27,740) for repayment of the CLEAN Water Pollution Abatement Trust Loan voted and approved at the Annual Town Meeting of May 5, 2015, Article 37.

ARTICLE 6: A motion was made and seconded and **VOTED IN THE AFFIRMATIVE BY THE MAJORITY** to transfer from free cash the sum of Fourteen Thousand Dollars (\$14,000) to previous ATM May 2018 Article 16 to fund necessary water operations of the Town as listed below.

Program	Amount	Previous Article	Source
Cross Connection	\$14,000	ATM 5-2018 #16	Free Cash

NOTE: The Interconnect Program is for protecting, maintaining, and maximizing the sustainability of the Town's water supply and treatment, evaluating, and upgrading interconnects with area towns and supply capacities, projects related to water storage and distribution.

FINANCE ARTICLES:

ARTICLE 7: A motion was made and seconded and **VOTED IN THE AFFIRMATIVE BY A 4/5TH VOTE (COUNTED YES 71 /NO 7)** to transfer from free cash the sum of Five Thousand One Hundred Seventy-Seven Dollars and Ninety-Four cents (\$5,177.94) to pay prior year bills.

RBLA Design: \$765
Atlantic Tactical: \$134.66
WB Mason: \$251.75
Morton Salt, Inc. \$4,026.53

ARTICLE 8: A motion was made and seconded and **VOTED IN THE AFFIRMATIVE BY THE MAJORITY** to set the following annual spending limits for the revolving accounts authorized by May 2022 ATM Article 14:

Revolving Account:	Spending Limit:
COA Van	\$7,500
COA Lunch	\$15,000
Park and Recreation	\$50,000

NOTE: ATM May 2022 Article 14 established and authorized revolving funds for use by certain town departments, boards, committees, agencies, or officers under Massachusetts General Laws Chapter 44, § 53E½.

ARTICLE 9: A motion was made and seconded and **VOTED IN THE AFFIRMATIVE BY THE MAJORITY** to transfer from free cash the sum of Five Thousand Seven Hundred and Seven dollars (\$5,707) to upgrade the Treasurer/Collectors software from DNWINDOWS to QDS CORE this updates a DOS version of software we have been using since 2002.

ARTICLE 10: A motion was made and seconded and **VOTED IN THE AFFIRMATIVE BY THE MAJORITY** to vote, pursuant to Chapter 40 §5B of the Massachusetts General Laws, to establish a special purpose stabilization fund for money received from judgments or settlements in litigation or claims against opioid manufacturers or distributors, and determine how the money from such fund may be spent; to see if the Town will vote to dedicate all or a percentage, which may not be less than 25 percent, of money received from judgements or settlements in litigation or claims against opioid manufacturers or distributors to the Special Purpose Stabilization Fund established under this Article, effective for Fiscal Year 2024 beginning on July 1, 2023, or act in any way relative thereto; and, further, to see if the Town will vote to accept the provisions of the fourth paragraph of Chapter 40 §5B of the Massachusetts General Laws.

ARTICLE 11: A motion was amended and seconded and **VOTED IN THE AFFIRMATIVE BY THE MAJORITY** to vote to adjust under MGL Ch. 59 § 5 Clause 17D exemptions by increasing the exemption amount from One-Hundred Seventy-Five Dollars (\$175) to Two-Hundred Dollars (\$200) and by lowering the age of qualification from Seventy (70) to Sixty-Five (65).

NOTE: This does not establish a new tax exemption. Instead, it updates the amounts for existing elderly person statutory exemptions.

ARTICLE 12: A motion was made and seconded and **VOTED IN THE AFFIRMATIVE BY THE MAJORITY** to vote to adjust under MGL Ch. 59 § 5 Clause 22 exemptions by increasing the exemption amount from Four-Hundred Dollars (\$400) to Five-Hundred Dollars (\$500).

NOTE: This does not establish a new tax exemption. Instead, it updates the amounts for existing qualifying veterans' statutory exemptions.

ARTICLE 13: A motion was made and seconded and **VOTED IN THE AFFIRMATIVE BY THE MAJORITY** to vote to adjust under MGL Ch. 59 § 5 Clause 37A exemptions by increasing the exemption amount from Five-Hundred Dollars (\$500) to Six-Hundred Dollars (\$600).

NOTE: This does not establish a new tax exemption. Instead, it updates the amounts for existing blind person statutory exemptions.

ARTICLE 14: A motion was made and seconded and **VOTED IN THE AFFIRMATIVE BY THE MAJORITY** to vote to adjust under MGL Ch. 59 § 5 Clause 41C exemptions by increasing the gross receipts limits from Twenty Thousand Dollars (\$20,000) to Twenty-Five Thousand Dollars (\$25,000) if single and from Thirty Thousand Dollars (\$30,000) to Forty Thousand Dollars (\$40,000) if married; and by increasing the whole estate limit from Forty-Five Thousand Dollars (\$45,000) to Fifty-Five Thousand Dollars (\$55,000) if married; and by lowering the age of qualification from Seventy (70) to Sixty-Five (65); and by increasing the exemption amount from Seven-Hundred Fifty Dollars (\$750) to One Thousand Dollars (\$1,000).

NOTE: This does not establish new tax exemptions. Instead, it updates the requirements and amounts for the existing senior citizen statutory exemptions.

An amendment was made and withdrawn on this article.

ARTICLE 15: A motion was made and seconded and **VOTED IN THE AFFIRMATIVE BY A 2/3RD Vote (Yes 65 / NO 16)** to amend the Town of Avon Zoning By-Laws with text pertaining to automotive service and open-air drive-in retail service as posted with the Town Clerk and subject to a Public Hearing.

Current:

§ 255-5.3 Table of Use Regulations.

<i>Table of Use Regulations - Principal Uses</i>										
<i>Avon Zoning Districts</i>										
	<i>RES R-25</i>	<i>RES R-40</i>	<i>GEN BUS</i>	<i>IND</i>	<i>COM</i>	<i>MU Low D</i>	<i>RES HD</i>	<i>BOD</i>	<i>VOD</i>	
<i>F.</i>	<i>Automotive Service and Open-Air Drive-In Retail Service</i>									
<i>1b</i>	<i>Self-service gasoline sales outlet.</i>	<i>N</i>	<i>N</i>	<i>N</i>	<i>N</i>	<i>N</i>	<i>N</i>	<i>N</i>	<i>N</i>	<i>N</i>

Change to:

§ 255-5.3 Table of Use Regulations.

<i>Table of Use Regulations - Principal Uses</i>									
<i>Avon Zoning Districts</i>									
	<i>RES R-25</i>	<i>RES R-40</i>	<i>GEN BUS</i>	<i>IND</i>	<i>COM</i>	<i>MU Low D</i>	<i>RES HD</i>	<i>BOD</i>	<i>VOD</i>
F.	<i>Automotive Service and Open-Air Drive-In Retail Service</i>								
1b	<i>Self-service gasoline sales outlet.</i>	<i>N</i>	<i>N</i>	<i>SP</i>	<i>N</i>	<i>SP</i>	<i>N</i>	<i>N</i>	<i>N</i>

NOTE: The Planning Board held a public hearing on Thursday, April 6th. The board will report the results and give a recommendation at Town Meeting.

ARTICLE 16: To see if the Town will vote to raise and appropriate and/or transfer from free cash the sum of Thirty-Two Thousand Dollars (\$32,000) for the purchase of a new Board of Health vehicle.

NOTE: Currently the Board of Health has a 2016 Ford Escape. Would like to have this vehicle replaced with a small pick-up truck or another SUV.

ARTICLE WITHDRAWN

ARTICLE 17: A motion was made and seconded and **VOTED IN THE AFFIRMATIVE BY THE MAJORITY** to amend Article 4 of the January 28, 2023, Special Town Meeting which read:

A motion was made and seconded and VOTED IN THE AFFIRMATIVE BY THE MAJORITY to transfer from Free Cash the sum of One Million One Hundred and Seventeen Thousand Dollars (\$1,117,000) to complete funding for “paving” various streets.

By changing “paving” to

“design, associated costs, installation of water lines, road reconstruction, sidewalks and paving”.

NOTE: This amends Article 4 of the Jan 28, 2023, STM to clarify the funds appropriated can be used for water as well as roads as part of the streets that are part of the two projects. This article is not requesting any additional funds.

ARTICLE 18: A motion was made and seconded and **VOTED IN THE AFFIRMATIVE BY THE MAJORITY** to transfer the sum of One Hundred Sixteen Thousand Seven Dollars and Seventy Cents (\$116,007.70) from the Ambulance Receipts Reserved for Appropriation Account as the 3rd of 5 payments of the lease purchase agreement on, the Fire Department’s Rescue Pumper truck.

NOTE: This is the third of five payments of approximately \$120,000 which will be funded through the Ambulance Receipts Reserved for Appropriation Account.

ARTICLE 19: A motion was made and seconded and **VOTED IN THE AFFIRMATIVE BY THE MAJORITY** to transfer from free cash sum of Twenty-Five Thousand Dollars (\$25,000) to upgrade Police and Fire radio equipment for digital Emergency Management communication.

ARTICLE 20: To see if the Town will vote to transfer from available funds a sum of money to be placed in the Capital Stabilization Account or take any other action in relation thereto.

ARTICLE WITHDRAWN

ARTICLE 21: A motion was amended and seconded and **VOTED IN THE AFFIRMATIVE BY THE MAJORITY** to transfer from free cash the sum of Sixty-Nine Thousand Six hundred and Eighty-Nine Dollars and Six Cents (\$69,689.06) to be placed in the Stabilization Account.

Meeting Adjourned at 8:08 P.M.

Respectfully Submitted,

Patricia C. Bessette
Town Clerk

TOWN OF AVON
COMMONWEALTH OF MASSACHUSETTS
SPECIAL TOWN MEETING
SATURDAY, NOVEMBER 18, 2023



The Moderator, Frank Staffier called the meeting to order at 10:00 AM with the required quorum of fifty (50) being present. Moderator Staffier welcomed Interim Fire Chief Kevin Partridge to Avon and asked for him to lead the meeting in the Pledge of Allegiance. This was followed with a moment of silence. Congressman Stephen Lynch recognized and thanked Moderator Staffier for his 30 years of service and dedication to the Town of Avon. Congressman Lynch followed this with an update on the war in Ukraine and the situation in the Middle East.

Board of Selectmen Chair Eric Beckerman and Chair Derek Staffier also recognized and thanked Moderator Staffier for his years of service.

Moderator Staffier called for Article 1.

ARTICLE 1: A motion was amended and seconded and **VOTED IN THE AFFIRMATIVE BY A 2/3RD VOTE (COUNTED YES 66/ NO 13)** to authorize the Board of Selectmen to purchase the property owned by T.L. Edwards Realty, LLC, Trustee of South Street and Route 24 Realty Trust u/d/t dated June 25, 2003 and recorded with Norfolk County Registry of Deeds in Book 19426, Page 14, and consisting of 30 acres +/- of land located on Fieldstone Way, Katherine’s Drive and Parkview Lane consisting all or portions of the lots shown on Assessor’s Map as Parcels B1-2-10, B2-4-10, B1-2-13, B1-2-14, B2-4-11, C2-2-2, C2-2-3 and C2-2-8, and B2-4-12 and abutting parcels for water supply protection, conservation, recreation, and resilience/green infrastructure purposes, and for the purpose of granting restrictions and easements for said purposes, with grant funds received from the Municipal Vulnerability Preparedness Program in the amount of \$1,455,350, and to authorize the Board of Selectmen to acquire such land on such terms and conditions and subject to such restrictions, easements and rights as the Board of Selectmen may determine.

Notes: Town has been awarded a grant from the Massachusetts Municipal Vulnerability Preparedness (MVP) grant program for 75% of the land acquisition costs and Wildlands Trust raised the remaining funds to support the application. This funding will be used to protect 29.97 acres of forested land adjacent to D.W. Field Park.

ARTICLE 2: A motion was made and seconded and **VOTED IN THE AFFIRMATIVE BY THE MAJORITY** to accept the provisions of MGL c.44, §54(b) to allow Town trust funds to be invested in accordance with MGL c.203C, the so-called “Prudent Investment Rule”.

Notes: This section enables Municipal Treasurers to apply the Prudent Investor Rule to optimize returns on trust fund monies, as defined in MGL Ch. 203C. The use of this new law requires local approval at Town meeting before implementation.

ARTICLE 3: A motion was amended and seconded and **VOTED IN THE AFFIRMATIVE BY THE MAJORITY** to transfer from Free Cash the sum of Thirty Two Thousand Seven Hundred and Sixteen Dollars and Ten Cents (\$32,716.10) into the Opioid Stabilization Account, for the purpose of spending such funds on programs and projects set out in the Massachusetts State-Subdivision Agreement for Statewide Opioid Settlements and the National Opioid Settlement Agreement to combat the opioid epidemic including; Opioid Use Disorder (“OUD”) Treatment; Support Programs for People with OUD in Treatment and Recovery; Connects to Care for People with or at risk of developing OUD; Harm Reduction efforts to prevent overdoses deaths or other opioid related harms; Support of Pregnant or Parenting Women and their Families, Including Babies with Neonatal Abstinence Syndrome; To prevent Misuse of Opioids and Implement Prevention Education.

Notes: In May at our ATM (Article #10) the Town voted to set up a stabilization account for these funds. There is an ongoing State and Nationwide Opioid Settlement in which we received \$32,716.10 in FY23 it closed out to Free Cash and now that it has been certified the monies need to be placed into the Stabilization Account for future funding.

ARTICLE 4: A motion was made and seconded and **VOTED IN THE AFFIRMATIVE BY THE MAJORITY** to appropriate the sum of Four Hundred Thousand Dollars (\$400,000) for the purpose of financing the following water pollution facility projects: repair, replacement and/or upgrade of septic systems, pursuant to agreements with the Board of Health and residential property owners, including without limitation all costs thereof as defined in Section 1 of Chapter 29C of the General Laws; to determine whether this appropriation shall be raised by borrowing from the Massachusetts Clean Water Trust or otherwise.

Notes: This is a state sponsored program in which low interest loans are granted to homeowners. Town Meeting has approved this program two times previously.

ARTICLE 5: A motion was made and seconded and **VOTED IN THE AFFIRMATIVE BY THE MAJORITY** transfer funds from STM 2013 Article #8-\$2,000 to purchase an additional Poll Pad and Poll Pad Receipt Printer at a cost of One Thousand Six Hundred and Twenty-Five dollars (\$1,625) and any items pertaining to the purchase.

Notes: STM 2013 Article #8 was to survey private roads. This project has been completed.

ARTICLE 6: A motion was amended and seconded and **VOTED IN THE AFFIRMATIVE BY THE MAJORITY** vote to transfer from Free Cash the sum of Forty- Four Thousand and Eight Hundred Dollars (\$44,800) for a Building Condition Assessment of the Town Library at a cost of Forty-Four Thousand Eight Hundred dollars (\$44,800) located at 280 West Main Street.

ARTICLE 7: A motion was made and seconded and **VOTED IN THE AFFIRMATIVE BY THE MAJORITY** to transfer from ATM 2019 Article #15 the sum of \$7,242.53 and ATM 2021 Article #7 the sum of \$6,400.00 and ATM 2021 Article #8 the sum of \$45,536.50 and ATM 2022 Article #23 the sum of \$25,436.06 for a grand total of \$84,615.09, and to transfer from Free Cash the sum of Eighty Thousand Seven Hundred and Eighty Four Dollars and Ninety One Cents (\$80,784.91) to conduct a Wastewater and Water Connection Feasibility study of the

MWRA, or City of Brockton, and/or local wastewater disposal for the Avon Industrial Park and Stockwell Drive.

Notes: Total Project cost is \$315,400.00. The combined old article money to be utilized is \$84,615.09 and an earmark from the economic Development Bond Bill for the project of \$150,000 brings the remaining balance needed to \$80,784.91.

ARTICLE 8: A motion was made and seconded and **VOTED IN THE AFFIRMATIVE BY THE MAJORITY** to transfer from Free Cash the sum of Twenty-Three Thousand Dollars (\$23,000) to the Park and Recreation Revolving Account to correct an accounting entry made in Fiscal Year 2023.

Meeting Adjourned at 10:49 A.M.

Respectfully Submitted,

Patricia C. Bessette
Town Clerk



Treasurer's Report of W2 Forms Issued

In accordance with the town of Avon Code of General By-Laws, Article IV, Section 4, the following employee listing is the statement of earnings for 2023.

NAME	REGULAR RATE	EXTRA & OTHER PAY	OT/OTHER DETAILS	GROSS SALARY
DEPT. 010 GEN GOVT.				
BARKER, PAUL	\$1,000.00	\$0.00	\$0.00	\$1,000.00
BECKERMAN, ERIC	\$5,000.04	\$0.00	\$0.00	\$5,000.04
BEDER, JONATHAN	\$80,481.60	\$0.00	\$0.00	\$80,481.60
BESSETTE, PATRICIA	\$78,229.20	\$2,000.00	\$0.00	\$80,229.20
BORDEN, ROBERT	\$97,314.06	\$4,000.00	\$0.00	\$101,314.06
CAMPBELL, ALEXANDER	\$19,632.00	\$0.00	\$0.00	\$19,632.00
CAMPBELL, BRIAN	\$1,590.00	\$0.00	\$0.00	\$1,590.00
CARTHAS, JANE	\$61,336.62	\$0.00	\$0.00	\$61,336.62
COFFEY, SHANNON	\$5,000.04	\$0.00	\$0.00	\$5,000.04
COLE, KELLY ANN	\$15,895.47	\$0.00	\$0.00	\$15,895.47
COLLUM, BRIAN	\$584.00	\$0.00	\$0.00	\$584.00
COLLUM, DENNIS T	\$19,632.00	\$0.00	\$0.00	\$19,632.00
COLLUM, DENNIS M	\$584.00	\$0.00	\$0.00	\$584.00
COMEAU, CHARLES	\$5,146.14	\$8,294.70	\$7,561.14	\$21,001.98
DOMBROSKY, ELAINE	\$105.00	\$0.00	\$0.00	\$105.00
EMERY, CATHERINE	\$17,018.32	\$6.44	\$0.00	\$17,024.76
ENOS, GREGORY	\$30,083.12	\$0.00	\$0.00	\$30,083.12
FAMOLARE, ANTHONY	\$7,237.57	\$0.00	\$0.00	\$7,237.57
FARO, SHANNA	\$69,145.23	\$9,615.44	\$0.00	\$78,760.67
FASANO, JULIA	\$105.00	\$0.00	\$0.00	\$105.00
FITZGERALD, WILLIAM	\$122,084.58	\$0.00	\$0.00	\$122,084.58
FLYNN, KEVIN	\$6,459.60	\$0.00	\$0.00	\$6,459.60
GRAB, DAVID	\$67,308.00	\$0.00	\$0.00	\$67,308.00
GRENHAM, JOANNE	\$105.00	\$0.00	\$0.00	\$105.00
HARDIMAN, LOUISE	\$42,702.85	\$0.00	\$0.00	\$42,702.85
JEAN-MICHEL, DHAREEN	\$2,814.89	\$0.00	\$0.00	\$2,814.89
JORDAN, RICHARD	\$7,891.48	\$0.00	\$0.00	\$7,891.48
KAMEL, SAM	\$2,900.04	\$0.00	\$0.00	\$2,900.04
KOPKE, VIRGINIA	\$30.00	\$0.00	\$0.00	\$30.00
LANE, WARREN BRUCE	\$2,900.04	\$0.00	\$0.00	\$2,900.04
MADORE, JONATHON	\$2,900.04	\$0.00	\$0.00	\$2,900.04
MAGUIRE, KRISTEN	\$15.00	\$0.00	\$0.00	\$15.00
MALLET, MEGHAN	\$8,107.74	\$0.00	\$0.00	\$8,107.74
MARINELLI, CHARLES	\$562.50	\$0.00	\$0.00	\$562.50
MCKENNEY, LYNNE	\$8,817.45	\$0.00	\$0.00	\$8,817.45



MORIN, DEBRA	\$110,159.09	\$7,500.00	\$0.00	\$117,659.09
OLSON, PATRICIA M.	\$105.00	\$0.00	\$0.00	\$105.00
PICCIRILLI, MARIA	\$314.00	\$0.00	\$0.00	\$314.00
PILLARELLA, ROBERT	\$1,500.00	\$0.00	\$0.00	\$1,500.00
PROVENCAL, THERESA	\$23,826.92	\$500.00	\$0.00	\$24,326.92
PURCELL, JAMES	\$42,750.00	\$0.00	\$0.00	\$42,750.00
RUDY, MARGARET	\$105.00	\$0.00	\$0.00	\$105.00
SALTER, WILLIAM	\$138.16	\$0.00	\$0.00	\$138.16
SANDY, MICHAEL	\$259.25	\$0.00	\$0.00	\$259.25
SELF, TRACY	\$1,062.50	\$0.00	\$0.00	\$1,062.50
STAFFIER, FRANK	\$1,000.00	\$0.00	\$0.00	\$1,000.00
SUZOR, JASON L.	\$5,000.04	\$0.00	\$0.00	\$5,000.04
THORP, TAMMI	\$3,568.32	\$0.00	\$0.00	\$3,568.32
WHIFFEN, RYLEE	\$2,719.47	\$0.00	\$0.00	\$2,719.47
DEPT. TOTALS	\$983,226.37	\$31,916.58	\$7,561.14	\$1,022,704.09

DEPT. 015-CLERICAL

ARISTOTE-OLIVEIRA, LUCIA	\$10,095.54	\$0.00	\$0.00	\$10,095.54
CHASE, DEBORAH	\$490.00	\$0.00	\$0.00	\$490.00
CLIFFORD,CHRISTINE	\$54,681.35	\$1,556.87	\$46.19	\$56,284.41
DUNAY-BOYD, NANCY	\$62,492.80	\$2,088.88	\$0.00	\$64,581.68
ENNIS, BRENDA	\$914.75	\$0.00	\$0.00	\$914.75
GARCIA, ANTHONY	\$6,959.68	\$0.00	\$0.00	\$6,959.68
HICKEY, THERESE	\$53,547.24	\$382.20	\$0.00	\$53,929.44
MACISAAC, JOHN	\$75.00	\$0.00	\$0.00	\$75.00
MINERELLA, ROBERT	\$1,000.00	\$0.00	\$0.00	\$1,000.00
MONAHAN, SUSAN	\$54,661.68	\$2,548.43	\$0.00	\$57,210.11
PEPE, PATRICIA	\$43,503.08	\$1,165.62	\$0.00	\$44,668.70
PUCKETT, NANCY	\$1,000.00	\$0.00	\$0.00	\$1,000.00
SIMON, SHARON	\$45,926.72	\$811.00	\$609.25	\$47,346.97
SPAGONE, MICHAELA	\$62,500.90	\$1,024.27	\$0.00	\$63,525.17
WALKER, RICHARD	\$515.00	\$0.00	\$0.00	\$515.00
WALSH, CLAIRE	\$36,449.66	\$0.00	\$0.00	\$36,449.66
DEPT. TOTALS	\$434,813.40	\$9,577.27	\$655.44	\$445,046.11

DEPT. 020-POLICE

BARBOSA, JOUBERT	\$70,548.08	\$7,082.72	\$85,891.68	\$163,522.48
BARTOLOTTA, CHRISTOPHER	\$140,004.80	\$0.00	\$0.00	\$140,004.80
BIMBER, LISA	\$65,819.48	\$5,631.62	\$15,868.27	\$87,319.37
BUCCELLA, MICHAEL	\$93,912.92	\$12,189.84	\$31,251.73	\$137,354.49
BUKER, JOHN	\$0.00	\$0.00	\$27,099.22	\$27,099.22
BUKUNT, JEFFREY	\$170,772.80	\$0.00	\$0.00	\$170,772.80
BURKE, ROBERT	\$56,203.12	\$1,870.51	\$29,470.97	\$87,544.60
CARNEY, SHERI	\$61,310.40	\$1,563.84	\$6,575.99	\$69,450.23
CRUISE, FRANCIS	\$0.00	\$30.96	\$8,341.02	\$8,371.98
DENICOLA, LEANN DRA	\$43,010.60	\$0.00	\$21,575.55	\$64,586.15



DOMBROSKY, MICHAEL	\$99,376.52	\$8,617.09	\$84,037.63	\$192,031.24
DONOVAN, JEFFREY	\$82,884.52	\$12,458.30	\$39,708.55	\$135,051.37
DONOVAN, LAWRENCE	\$0.00	\$1,264.05	\$0.00	\$1,264.05
FARLEY, LINDA	\$66,208.36	\$3,387.32	\$14,165.26	\$83,760.94
FERNALD, GLENN	\$110,517.56	\$12,192.88	\$118,786.08	\$241,496.52
FILIPPINI, CHELSEA	\$412.32	\$0.00	\$0.00	\$412.32
GEYGER, PEGGY	\$19,099.52	\$0.00	\$3,116.04	\$22,215.56
GJELSVIK, NANCY	\$80,870.76	\$7,517.35	\$9,031.48	\$97,419.59
GUILBAULT, CHARLES	\$1,000.00	\$0.00	\$42,748.01	\$43,748.01
GUILLAUME, HANS	\$79,521.10	\$10,614.60	\$64,413.31	\$154,549.01
HAUVUY, ERIK	\$123,045.08	\$12,897.81	\$54,443.78	\$190,386.67
MCCARTHY, BRIAN	\$115,531.16	\$11,883.33	\$38,028.28	\$165,442.77
MENDOZA, CHRISTINE	\$12,349.60	\$564.98	\$0.00	\$12,914.58
NING, ALLISON	\$506.96	\$0.00	\$0.00	\$506.96
PHILLIPS, WARREN	\$0.00	\$0.00	\$51,581.43	\$51,581.43
SINCLAIR, ALEXANDER	\$1,357.92	\$0.00	\$20,013.58	\$21,371.50
STENSTROM, STEPHEN	\$74,713.00	\$10,145.79	\$120,535.82	\$205,394.61
THEIL, MICHAEL	\$94,263.22	\$13,059.93	\$65,473.90	\$172,797.05
WEBB, JANNELL	\$49,828.65	\$2,032.93	\$20,076.92	\$71,938.50
DEPT. TOTALS	\$1,713,068.45	\$135,005.85	\$972,234.50	\$2,820,308.80

DEPT. 022-FIRE DEPT.

AIELLO, JOSEPH	\$12,976.58	\$2,003.25	\$0.00	\$14,979.83
BAKER, KENNETH	\$10,146.57	\$1,918.75	\$0.00	\$12,065.32
BARBOUR, CHRISTOPHER	\$72,194.06	\$4,467.20	\$76,406.49	\$153,067.75
BEDDIA, DAWSON	\$64,866.85	\$3,400.00	\$7,549.50	\$75,816.35
BURNS, JULIE	\$67,680.26	\$6,400.00	\$49,747.22	\$123,827.48
COMEAU, CHARLES JR	\$415.38	\$200.15	\$0.00	\$615.53
CURRIE, FRANCIS	\$80,511.68	\$9,800.00	\$82,590.24	\$172,901.92
FREEMAN, DAVID	\$45,485.84	\$6,400.00	\$24,947.24	\$76,833.08
HALLISSEY, STEPHEN	\$96,396.70	\$4,300.00	\$8,388.13	\$109,084.83
HART, DANIEL M.	\$9,955.74	\$2,639.12	\$0.00	\$12,594.86
JONES, ROBERT	\$13,755.47	\$2,329.45	\$0.00	\$16,084.92
KELLY, TRAVIS	\$66,853.28	\$6,400.00	\$29,811.32	\$103,064.60
LUCIO, MATTHEW	\$71,622.30	\$6,421.28	\$48,394.55	\$126,438.13
MCDONALD, MATTHEW	\$10,178.61	\$1,960.27	\$0.00	\$12,138.88
PARTRIDGE, KEVIN	\$13,352.50	\$0.00	\$0.00	\$13,352.50
POWERS, JUSTIN	\$47,989.80	\$6,400.00	\$3,903.98	\$58,293.78
SPURR, ROBERT	\$97,232.76	\$89,276.24	\$0.00	\$186,509.00
STROUD, TYRESE	\$65,158.58	\$3,400.00	\$18,252.92	\$86,811.50
SULLIVAN, CHRISTOPHER	\$76,032.72	\$5,194.96	\$68,540.65	\$149,768.33
TIBNAM, JEFFREY	\$14,934.79	\$3,677.71	\$0.00	\$18,612.50
WAUHOB, DANIEL	\$80,652.20	\$6,900.00	\$42,859.08	\$130,411.28
WILKIE, SHAQUIL	\$859.74	\$0.00	\$0.00	\$859.74
DEPT. TOTALS	\$1,654,132.11	\$173,488.38	\$461,391.32	\$1,654,132.11



DEPT. 030-BD OF HEALTH

ISADOR, EMMANUELA	\$53,447.90	\$0.00	\$0.00	\$53,447.90
JENSEN, RALPH	\$2,000.00	\$0.00	\$0.00	\$2,000.00
OGILVIE, ROBERT	\$2,000.00	\$0.00	\$0.00	\$2,000.00
SARNI, EDWARD	\$8,747.91	\$2.35	\$0.00	\$8,750.26
WALDRON, KATHLEEN	\$80,686.23	\$1,700.00	\$0.00	\$82,386.23
DEPT. TOTALS	\$146,882.04	\$1,702.35	\$0.00	\$148,584.39

DEPT. 040-HIGHWAY

BATES, STEVEN	\$5,254.56	\$0.00	\$0.00	\$5,254.56
FICARRA, ERIC	\$50,109.60	\$2,216.08	\$4,726.78	\$57,052.46
GUILBAULT, MICHAEL	\$66,057.92	\$4,943.30	\$21,991.48	\$92,992.70
HANSBURY, CHRISTOPHER	\$11,279.16	\$0.00	\$371.03	\$11,650.19
MARINELLI, PETER	\$43,500.18	\$2,417.56	\$47.50	\$45,965.24
MARTIN, BRIAN	\$93,955.20	\$3,559.84	\$0.00	\$97,515.04
OMAR, JOHN A.	\$59,657.60	\$4,340.56	\$5,688.31	\$69,686.47
PICARDI, JOHN	\$59,016.00	\$3,813.32	\$11,419.46	\$74,248.78
DEPT. TOTALS	\$388,830.22	\$21,290.66	\$44,244.56	\$454,365.44

DEPT. 050-LIBRARY

BENOIT, DYLAN	\$34,503.50	\$0.00	\$2,787.19	\$37,290.69
BLAISDELL, HANNAH	\$9,248.31	\$0.00	\$0.00	\$9,248.31
CAPONE, ROBIN	\$41,216.00	\$768.88	\$1,819.50	\$43,804.38
DEVOLL, MARK	\$3,998.47	\$0.00	\$0.00	\$3,998.47
LAFORGE, ELISE	\$65,234.40	\$0.00	\$0.00	\$65,234.40
MCKAY, AMANDA	\$27,918.93	\$0.00	\$122.04	\$28,040.97
PETERSON, DIANE	\$17,350.99	\$0.00	\$0.00	\$17,350.99
POLUTCHKO, ZELIA	\$44,126.72	\$1,192.75	\$2,510.96	\$47,830.43
SMITH, EMILY	\$34,326.85	\$1,380.19	\$285.66	\$35,992.70
STANTON, DONNA	\$7,155.93	\$0.00	\$0.00	\$7,155.93
DEPT. TOTALS	\$285,080.10	\$3,341.82	\$7,525.35	\$295,947.27

DEPT. 060-PARK AND REC.

AUGUSTE, CHRISTINE	\$2,521.29	\$0.00	\$0.00	\$2,521.29
CHAPMAN, BENJAMIN	\$600.00	\$0.00	\$0.00	\$600.00
DANG, TINA	\$2,836.91			\$2,836.91
DEAN, CHARLES	\$2,643.55	\$0.00	\$0.00	\$2,643.55
FERRO, MATTHEW	\$600.00	\$0.00	\$0.00	\$600.00
FISCHER, LORI	\$425.00	\$0.00	\$0.00	\$425.00
FULLER, ANTHONY	\$2,812.11	\$0.00	\$0.00	\$2,812.11
GOMEZ, ALESSANDRO	\$2,524.64	\$0.00	\$0.00	\$2,524.64
IASIMONE, MADELAINE	\$2,902.97	\$0.00	\$0.00	\$2,902.97
KOVICK, MARCI	\$125.00	\$0.00	\$0.00	\$125.00
LUDDY, RYAN	\$2,975.85			\$2,975.85
LYONS, JOCELYN	\$600.00	\$0.00	\$0.00	\$600.00
MACDONALD, EMMA	\$2,979.74			\$2,979.74



MAGUIRE, JASON	\$2,257.05	\$0.00	\$0.00	\$2,257.05
MALLET, KYLIE	\$2,818.12			\$2,818.12
MAYO, ZACHARY	\$2,795.55	\$0.00	\$0.00	\$2,795.55
MCANDREW, MATTHEW	\$9,044.08	\$0.00	\$0.00	\$9,044.08
MEDEIROS, JORDAN	\$2,594.69	\$0.00	\$0.00	\$2,594.69
PENDERGAST, RILEY	\$2,781.86	\$0.00	\$0.00	\$2,781.86
DEPT. TOTALS	\$46,838.41	\$0.00	\$0.00	\$46,838.41

DEPT. 070-WATER DEPT.

DERIENZO, MICHAEL	\$35,017.60	\$3,325.00	\$6,855.05	\$45,197.65
FRENCH, WILLIAM	\$62,388.56	\$5,545.76	\$1,757.30	\$69,691.62
SMITH, STEPHEN	\$75,024.32	\$8,719.64	\$9,270.48	\$93,014.44
SUZOR, JASON JR.	\$52,546.80	\$9,299.60	\$12,179.00	\$74,025.40
DEPT. TOTALS	\$224,977.28	\$26,890.00	\$30,061.83	\$281,929.11

TOWN OF AVON TOTALS	REGULAR RATE	EXTRA & OTHER	OT/OTHER DETAILS	GROSS SALARY
	\$5,877,848.38	\$403,212.91	\$1,523,674.14	\$7,169,855.73



NAME	PAY GROUP	REGULAR RATE	EXTRA & OTHER PAY	GROSS SALARY
DEPT. SCHOOL.				
Aaron, Merrill	100	\$16,717.50		\$16,717.50
Adam, Dackers	100	\$52,499.98		\$52,499.98
Adam, Garcia	400	\$900.00		\$900.00
Alexander, Fagundes	300	\$2,652.36	\$46.00	\$2,698.36
Alison, Kaye	300	\$20,563.95	\$5,886.49	\$26,450.44
Allyson, Hannon	300	\$15,899.42		\$15,899.42
Amancio, Goncalves	300	\$25,063.64	\$14,332.18	\$39,395.82
Amanda, Dowd	100	\$64,154.74		\$64,154.74
Amanda, Hinckley	400	\$187.50		\$187.50
Amanda, Pyne	100	\$94,220.88	\$10,967.71	\$105,188.59
Amy, Levine	100	\$78,163.84	\$3,847.56	\$82,011.40
Andrew, Davis	100	\$65,090.72		\$65,090.72
Angelie, Castor	400	\$200.00		\$200.00
Angelina, Rivera	300	\$3,521.00	\$156.00	\$3,677.00
Ann, Ryan	400	\$16,806.05	\$4,701.46	\$21,507.51
Anna, Branco	200	\$47,241.74		\$47,241.74
Anna, Sacoto	400	\$625.00		\$625.00
Anna, Twiraga	100	\$26,448.80		\$26,448.80
Ashley, Lawson	200	\$58,227.34	\$3,651.01	\$61,878.35
Austin, Maskell	100	\$51,305.79	\$5,110.36	\$56,416.15
Benjamin, Pond	100	\$54,159.66	\$1,142.07	\$55,301.73
Beth-Ann, Shepley	100	\$56,994.34	\$960.00	\$57,954.34
Bobbilynne, Blakeman	200	\$50,158.02	\$1,852.36	\$52,010.38
Brenda, Lambert	100	\$51,305.79	\$4,544.47	\$55,850.26
Brian, Cream	200	\$56,500.08	\$3,941.69	\$60,441.77
Brian, Kiernan	300	\$24,166.38	\$9,831.24	\$33,997.62
Brithney, Soares-Ramos	300	\$1,487.40		\$1,487.40
Candida, Alves	100	\$72,011.78	\$7,322.14	\$79,333.92
Carla, Sarno	400	\$12,937.50		\$12,937.50
Carly, Levesque	300	\$933.38		\$933.38
Caterina, Francisco Swanson	100	\$69,121.10	\$4,565.69	\$73,686.79
Catherine, McGrath	100	\$91,676.00	\$4,760.00	\$96,436.00
Chase, Eschauzier	100	\$63,250.07		\$63,250.07
Christian, Hutchison	100	\$38,862.68	\$5,410.35	\$44,273.03
Christina, Berardi	100	\$57,980.31	\$7,987.06	\$65,967.37
Christina, Hughes	100	\$6,684.76		\$6,684.76
Christine, Frew	100	\$87,827.69	\$4,000.00	\$91,827.69
Christine, Godino	100	\$171,699.97		\$171,699.97
Cindy, Pires	400	\$4,812.50		\$4,812.50
Clara, Bernardino	200	\$50,158.02	\$402.36	\$50,560.38
Cole, Meehan	400	\$35,568.00		\$35,568.00



Courtney, Fontaine	100		\$975.00	\$975.00
Daniel, Sullivan	100	\$81,851.83		\$81,851.83
David, Hines		\$6,447.62		\$6,447.62
David, Horne	200	\$52,764.53	\$1,572.52	\$54,337.05
David, Lester	100	\$58,935.25		\$58,935.25
Dawn, Kosinski	100	\$96,451.96	\$3,250.00	\$99,701.96
Dawn, Russell	300	\$6,507.33	\$1,244.15	\$7,751.48
Devon, Lucas	200	\$52,697.68	\$790.37	\$53,488.05
Diane, Hill	100	\$96,451.94	\$17,082.44	\$113,534.38
Diane, Shanks-Correia	100	\$86,901.88	\$1,500.00	\$88,401.88
Donna, Conrad	100	\$96,403.35	\$13,771.29	\$110,174.64
Donovan, Fauvelle	100	\$29,719.35		\$29,719.35
Eileen, Tomkiewicz	100	\$17,989.45		\$17,989.45
Elaine, Egersheim	200	\$44,929.10	\$371.35	\$45,300.45
Elisabeth, Tyler	100	\$86,901.88	\$665.00	\$87,566.88
Elizabeth, Craven	100	\$34,906.95		\$34,906.95
Elizabeth, Storer	100	\$16,481.70		\$16,481.70
Ellen, Keefe	400	\$5,074.42	\$15,923.18	\$20,997.60
Emily, Haworth	100	\$68,078.32	\$6,932.50	\$75,010.82
Eric (Tin Ngan), Wu	400	\$661.36		\$661.36
Erica, Paolillo	300	\$21,864.21	\$1,344.49	\$23,208.70
Erin, Costello	100	\$74,262.12	\$750.00	\$75,012.12
Erin, Galvin	100	\$38,862.68		\$38,862.68
Evelyn, Rodriguez	100	\$9,029.28		\$9,029.28
Fiona, Hagberg	400	\$3,650.00		\$3,650.00
Frank, Louro	400		\$3,448.28	\$3,448.28
Gail, Beck Sugarman	400	\$312.50		\$312.50
Galina, Cardoza	300	\$4,099.20	\$62.00	\$4,161.20
Gloria, Campbell	300	\$3,595.20	\$371.26	\$3,966.46
Guy, Enoch	100	\$30,081.78		\$30,081.78
Hajar, Bennouna	300	\$3,587.90		\$3,587.90
Hallam, Depina-Holmes	200	\$48,491.76	\$14,623.16	\$63,114.92
Hanna, Nash	100	\$13,080.72		\$13,080.72
Hannah, Rounseville	100	\$59,364.89	\$1,647.00	\$61,011.89
Heather, MacDonald	300	\$2,574.72	\$134.10	\$2,708.82
Holly, Fraser	100	\$84,353.88	\$1,500.00	\$85,853.88
Isabel, Lowe	300	\$15,209.90	\$6,426.21	\$21,636.11
Isabel, Robinson	400	\$250.00		\$250.00
Jacqueline, Duffy	100	\$40,735.91	\$140.00	\$40,875.91
Jamie, Canavan	400	\$28,136.81	\$280.00	\$28,416.81
Janine, Neprud	100	\$20,574.36		\$20,574.36
Jaqueline, Penha	300	\$4,244.10	\$165.99	\$4,410.09
Jeanne, Perriello	100	\$86,902.92	\$3,899.12	\$90,802.04
Jeanne-Marie, Cartwright	200	\$50,158.02	\$1,352.36	\$51,510.38



Jeannette, Cruz Vendrell	400	\$2,000.00		\$2,000.00
Jeannine, Ierardi	300	\$17,707.80	\$569.48	\$18,277.28
Jennifer, Meek	100	\$57,120.05	\$6,127.80	\$63,247.85
Jennifer, O'Brien	100	\$30,962.79		\$30,962.79
Jennifer, Williams	100	\$89,448.06	\$5,132.50	\$94,580.56
Jenny, Ruiz	300	\$1,406.58		\$1,406.58
Jessica, Watson	100	\$67,527.61	\$4,600.00	\$72,127.61
Jewerritta, Cartwright	300	\$8,724.44	\$236.97	\$8,961.41
Joanne, Mains	300	\$13,036.96	\$2,179.00	\$15,215.96
Joanne, Murray	100	\$81,450.98	\$5,673.19	\$87,124.17
Johanna, Salisbury-Ferguson	100	\$44,328.51		\$44,328.51
John, Kinsman	100	\$56,500.31	\$736.00	\$57,236.31
John, Mach	100	\$58,303.03	\$862.07	\$59,165.10
John, McDonald	200	\$53,425.24	\$13,221.48	\$66,646.72
Jolene, Wagner	100	\$89,448.06	\$6,065.79	\$95,513.85
Jonathan, Nixon	100	\$77,614.88	\$1,767.84	\$79,382.72
Joseph, Regonlinski	100	\$63,064.73	\$8,169.79	\$71,234.52
Joseph, Wood	100	\$17,378.28		\$17,378.28
Julie, Evans	400	\$4,192.50		\$4,192.50
Julie, Minahan	100	\$103,099.75		\$103,099.75
Kaitlin, Fuller	100	\$62,543.15	\$945.00	\$63,488.15
Kaitlyn, Leaver	100	\$86,901.88	\$1,253.78	\$88,155.66
Kalvin, Timas	400	\$1,100.00		\$1,100.00
Karen, Gallagher	400	\$1,216.95		\$1,216.95
Karen, McCarthy	200	\$20,736.69	\$10,780.00	\$31,516.69
Karen, Schofield	100	\$89,448.06	\$5,318.78	\$94,766.84
Katelyn, McMurdie	100	\$56,136.55		\$56,136.55
Kathleen, Joyce	100	\$56,820.46	\$750.00	\$57,570.46
Kathleen, Kent	100	\$18,039.15		\$18,039.15
Kathleen, McDonald	200	\$106,530.32	\$5,700.00	\$112,230.32
Katie, Frias	100	\$89,448.06	\$8,027.50	\$97,475.56
Katrina, DiCesare	300	\$9,770.54		\$9,770.54
Kaylee, Beers	400	\$7,336.10	\$263.90	\$7,600.00
Kerriann, Whitworth	100	\$96,451.94	\$4,067.50	\$100,519.44
Kerry, Vrabel	100	\$86,901.88	\$4,110.00	\$91,011.88
Kimberly, Bothwell	100	\$95,493.71	\$750.00	\$96,243.71
Kimberly, Divito	100	\$58,485.27		\$58,485.27
Kristina, Nilsen	100	\$91,676.00	\$5,947.50	\$97,623.50
Kristy, Meserve	100	\$94,220.88	\$2,567.50	\$96,788.38
KyAuna, Joyner	300	\$944.57		\$944.57
KyliRose, Castoldi	300	\$1,445.46	\$36.00	\$1,481.46
Laura, Louko	100	\$60,000.07		\$60,000.07
Lauren, Jones	400	\$156.00		\$156.00
Lauren, Vogel	100	\$11,114.64	\$1,285.55	\$12,400.19



Laurie, Flaherty	300	\$8,691.42	\$471.14	\$9,162.56
Laurie, Gugliotta	100	\$86,901.88	\$4,000.00	\$90,901.88
Leane, Barbosa	100	\$91,676.00	\$3,280.00	\$94,956.00
Leisha, Bartolo	100	\$30,794.01		\$30,794.01
Leona, Albanese	100	\$94,220.88		\$94,220.88
Lindsay, Dennehy	100	\$88,764.83		\$88,764.83
Lindsey, Naticchioni	100	\$51,763.86	\$2,450.00	\$54,213.86
Lisa, Durant	300	\$23,566.20	\$9,381.85	\$32,948.05
Lisa, Silvia	200	\$58,589.05		\$58,589.05
Lori, Jodoin	100	\$61,500.01		\$61,500.01
Lori, Loughlin	100	\$68,078.32	\$918.75	\$68,997.07
Lysa, Bennett	100	\$48,852.73	\$4,690.81	\$53,543.54
Margo, Martell	100	\$19,086.00	\$1,882.60	\$20,968.60
Mary, Blackburn	100	\$81,491.02	\$3,600.00	\$85,091.02
Mary, Padovano	400	\$4,250.00		\$4,250.00
Matthew, Ferro	100	\$74,126.95	\$4,958.52	\$79,085.47
Matthew, Vargas	200	\$52,766.53	\$1,474.54	\$54,241.07
Megan, Messina	100	\$39,217.30	\$3,704.43	\$42,921.73
Meghan, James	100	\$37,196.68		\$37,196.68
Melanie, Chandler-Blood	100	\$46,638.30	\$350.00	\$46,988.30
Melissa, Blackburn	300	\$8,552.64		\$8,552.64
Melissa, Fernald	400	\$3,208.19		\$3,208.19
Melissa, Leverett-King	100	\$94,220.88		\$94,220.88
Melody, Kirkpatrick	100	\$96,451.94	\$1,867.50	\$98,319.44
Meredith, Dewey	400	\$524.94		\$524.94
Michael, Aten	300	\$2,942.28		\$2,942.28
Michael, Hayes	100	\$54,806.54	\$18,919.06	\$73,725.60
Michael, Thoreson	100	\$31,734.00		\$31,734.00
Michelle, Tripp	200	\$52,697.68	\$2,332.65	\$55,030.33
Mildred, Cudmore-Selman	400	\$3,507.45		\$3,507.45
Nalika, Odom	300	\$2,547.90		\$2,547.90
Natakki, Jones	100	\$19,692.36		\$19,692.36
Natalia, Plaisted	400	\$3,250.00		\$3,250.00
Nicholas, Buckley	100	\$30,601.08		\$30,601.08
Nicholas, Burka	100	\$11,079.04		\$11,079.04
Nicole, Litton	100	\$20,794.86	\$105.00	\$20,899.86
Nicole, Ruggles	100	\$62,338.63	\$890.00	\$63,228.63
Noelle, Romeo	100	\$32,614.92	\$1,250.00	\$33,864.92
Patricia, Capuzzo	300	\$24,471.85	\$1,733.58	\$26,205.43
Patricia, Taylor	400	\$6,250.00		\$6,250.00
Pegeen, Kerr	100	\$38,539.65	\$1,293.11	\$39,832.76
Peter, Lochrie	100	\$65,090.72	\$5,022.99	\$70,113.71
Phyllis, Rubini	400	\$7,687.50		\$7,687.50
Ramona, Porter	300	\$24,615.01	\$12,610.02	\$37,225.03



Randi, Katz	300	\$978.03		\$978.03
Rebecca, Howe	100	\$90,219.27	\$5,402.55	\$95,621.82
Rebecca, Keohane	100	\$50,814.94	\$5,687.50	\$56,502.44
Rebecca, Pond	300	\$23,624.06	\$464.95	\$24,089.01
Riarco, Ellis	100	\$89,448.06	\$5,575.10	\$95,023.16
Richard, Dockendorff	100	\$86,901.98	\$15,867.86	\$102,769.84
Riguellah, Ulysse	300	\$18,978.06	\$2,173.75	\$21,151.81
Robert, Belezos	400	\$5,562.50	\$224.00	\$5,786.50
Robert, Cushman	200	\$52,697.68	\$1,787.17	\$54,484.85
Robert, Gerardi III	100	\$27,034.44		\$27,034.44
Samantha, Connors	400	\$2,250.00		\$2,250.00
Samantha, Parks	400	\$1,024.80		\$1,024.80
Sandra, Lynch	300	\$23,612.06	\$3,740.51	\$27,352.57
Sarah, Coughlin	100	\$31,037.89	\$2,303.00	\$33,340.89
Sarah, Griffin	200	\$86,809.71		\$86,809.71
Sarah, McShea	100	\$31,732.09	\$4,793.11	\$36,525.20
Sarah, Shaw	100	\$55,543.80	\$8,969.01	\$64,512.81
Scott, Hubeny	100	\$32,614.92	\$52.50	\$32,667.42
Scott, Hulien	200	\$123,025.63	\$500.00	\$123,525.63
Sergio, Monteiro	300	\$24,166.38	\$11,058.81	\$35,225.19
Shaniqua, Eaton	300	\$5,108.10	\$40.14	\$5,148.24
Shannon, Sabree	300	\$8,821.17		\$8,821.17
Sharon, Johnson	400	\$5,406.81	\$211.12	\$5,617.93
Sharon, Swain	200	\$53,649.18		\$53,649.18
Shawn, Desmond	100	\$137,365.02		\$137,365.02
Shawna, McCusty	100	\$93,339.96		\$93,339.96
Sheila, Crane	300	\$23,566.20	\$4,252.10	\$27,818.30
Sonya, Mahoney	300	\$23,479.38	\$285.00	\$23,764.38
Sophia, Menke	400	\$3,037.50		\$3,037.50
Stacey, Domingo	400	\$2,100.00		\$2,100.00
Stacie, Gallerani	100	\$91,676.00	\$1,500.00	\$93,176.00
Stephanie, Peterson	300	\$6,424.94	\$106.00	\$6,530.94
Stephen, Clements	100	\$2,912.48		\$2,912.48
Susan, Hamblin	100	\$94,220.88	\$4,000.00	\$98,220.88
Susan, Joyce	100	\$89,448.06	\$2,862.50	\$92,310.56
Tara, DelMonaco	100	\$44,036.39		\$44,036.39
Tawney, Osterberg	300	\$5,625.00	\$310.01	\$5,935.01
Thoa, DiChiara	100	\$74,126.95	\$3,315.69	\$77,442.64
Thomas, Speroni	100	\$84,032.08	\$6,785.04	\$90,817.12
Timothy, Clifford	100	\$70,307.30		\$70,307.30
Toni, Chapman	300	\$6,366.12	\$344.18	\$6,710.30
Victoria, LaFarge	400	\$4,751.00		\$4,751.00
Virginia, Parra	100	\$21,896.28		\$21,896.28
Whitney, Perry	300	\$19,906.56	\$5,645.05	\$25,551.61



Witzer, Dessalines	400	\$300.00		\$300.00
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AVON PUBLIC SCHOOLS TOTALS	REGULAR RATE	EXTRA & OTHER	OT/OTHER DETAILS	GROSS SALARY
		\$8,949,177.54	\$498,228.09	\$9,447,405.63