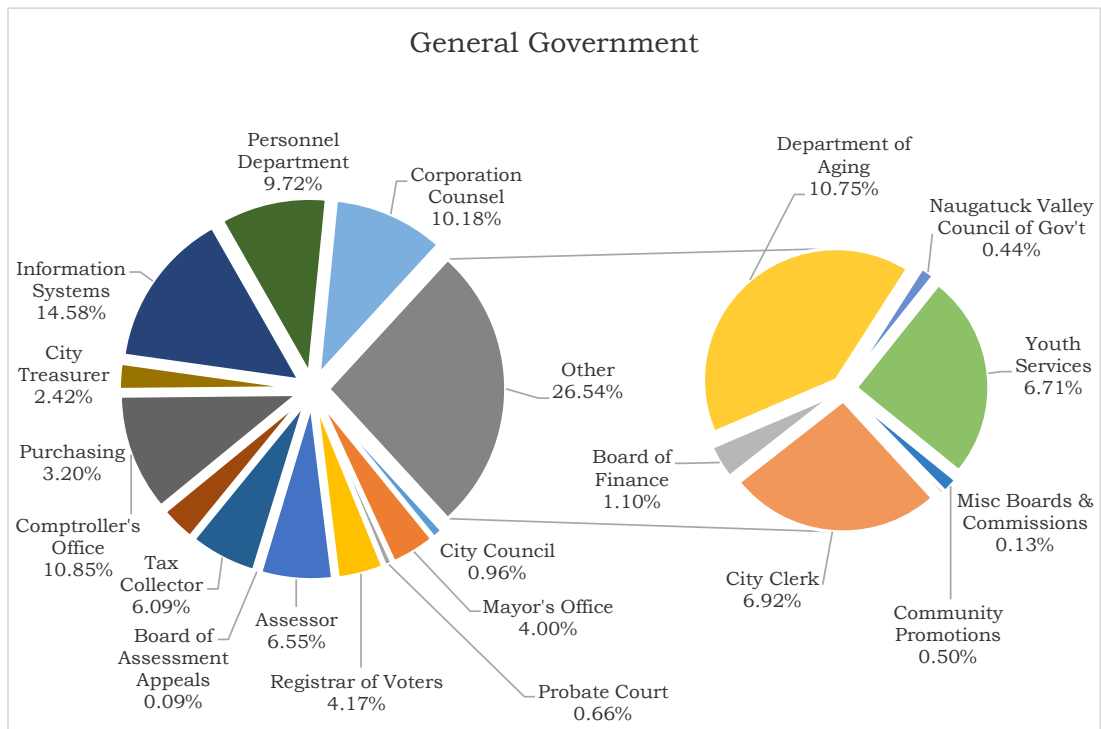


**Program Summaries-
General Government**

**CITY OF BRISTOL, CONNECTICUT
2016-2017 BUDGET
GENERAL FUND EXPENDITURE SUMMARY FOR GENERAL GOVERNMENT**

ORGCODE	DESCRIPTION	PRIOR YEAR ACTUAL 2014-2015	ORIGINAL BUDGET 2015-2016	REVISED BUDGET 2015-2016	BUDGET REQUEST 2016-2017	JOINT BOARD 2016-2017
0011010	CITY COUNCIL	\$58,177	\$58,290	\$58,290	\$57,960	\$57,960
0011011	MAYOR	257,680	238,495	238,495	241,795	241,795
0011012	PROBATE COURT	23,326	37,250	49,421	40,150	40,150
0011013	REGISTRARS OF VOTERS	237,870	278,795	278,795	252,510	252,510
0011014	ASSESSORS	354,328	397,420	440,470	396,650	396,650
0011015	BOARD OF ASSESSMENT APPEALS	4,836	5,290	5,290	5,295	5,295
0011016	TAX COLLECTOR	349,507	389,930	390,820	368,660	368,660
0011017	PURCHASING	181,328	186,025	190,337	193,600	193,600
0011018	COMPTRROLLER	630,854	704,220	674,515	656,820	656,820
0011019	TREASURER	111,268	164,740	164,740	146,285	146,285
0011020	INFORMATION SYSTEMS	847,508	888,270	907,626	890,440	882,375
0011021	PERSONNEL DEPARTMENT	537,726	534,570	\$607,020	588,135	588,135
0011022	CORPORATION COUNSEL	575,349	617,270	661,713	615,985	615,985
0011023	CITY CLERK	363,665	416,995	416,995	418,760	418,760
0011024	BOARD OF FINANCE	71,396	71,350	71,350	66,350	66,350
0011026	HOUSING CODE BOARD OF APPEALS	218	375	375	475	475
0011027	DEPARTMENT OF AGING	643,663	665,250	722,525	677,845	650,645
0011028	DOWNTOWN CORPORATION	30,000	30,000	30,000	0	0
0011030	NAUGATUCK VALLEY COUNCIL OF GOVT	3,871	25,955	25,955	26,490	26,490
0011031	YOUTH SERVICES	415,378	407,490	437,515	406,220	406,220
0011033	INTERDISTRICT COOP PROGRAM	57,959	0	76,024	0	0
0011034	COMMUNITY PROMOTIONS	43,909	30,000	43,740	30,000	30,000
0011041	BOARDS AND COMMISSIONS	4,190	7,610	7,610	7,600	7,600
TOTAL GENERAL GOVERNMENT		\$5,804,006	\$6,155,590	\$6,499,621	\$6,088,025	\$6,052,760



CITY COUNCIL

Service Narrative

The City Council consists of six members and the Mayor, elected at large. The City Council is elected on a partisan basis, by district, to a two-year term. The City Council is responsible for, among other things, passing ordinances, adopting the budget (in conjunction with the Board of Finance in a Joint Meeting of the two bodies), appointing the department heads, setting policies by resolutions or ordinances, and directing the Mayor to see that such policies, as well as the Charter mandates of the City, are carried out. The Council meets the second Tuesday of every month.

Fiscal Year 2016 Major Service Level Accomplishments

- Assured fiscal stability by adopting, with the Board of Finance, a balanced budget by June 1, 2016

Fiscal Year 2017 Major Service Level Goals

- Assure fiscal stability by adopting, with the Board of Finance, a balanced budget by May 15, 2017

Expenditure Summary

	2015 Actual	2016 Estimated	2017 Budget
Salary Expenditures	\$58,177	\$58,290	\$57,960

Budget Highlights

0011011

CITY COUNCIL

OBJECT	PROJECT	DESCRIPTION	PRIOR	ORIGINAL	REVISED	BUDGET	JOINT
			YEAR	BUDGET	BUDGET	REQUEST	BOARD
			ACTUAL	BUDGET	BUDGET	REQUEST	BOARD
			2014-2015	2015-2016	2015-2016	2016-2017	2016-2017
SALARIES							
515200		PART TIME WAGES	\$58,177	\$58,290	\$58,290	\$57,960	\$57,960
TOTAL SALARIES			\$58,177	\$58,290	\$58,290	\$57,960	\$57,960
TOTAL CITY COUNCIL			\$58,177	\$58,290	\$58,290	\$57,960	\$57,960

City Councilmembers

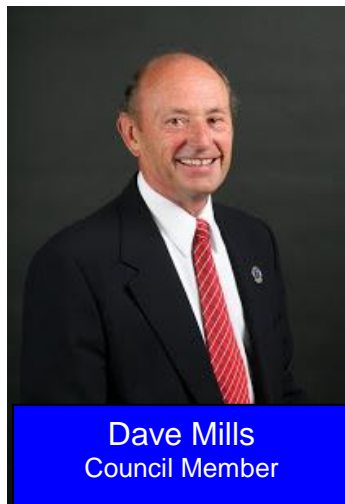
District

Party Affiliation

Calvin Brown	District 1	Democrat
Anthony D'Amato	District 1	Republican
Dave Preleski	District 2	Democrat
Jodi Zils Gagne	District 2	Republican
Mary Fortier	District 3	Democrat
Dave Mills	District 3	Republican

General Government - (continued)

City Council members



MAYOR

Ken Cockayne, Mayor
Office: (860) 584-6250
mayorsoffice@bristolct.gov



Service Narrative

The Mayor is the chief elected officer of the City and responsible for overseeing the day-to-day operations of the City. The Mayor chairs all meetings of the City Council, serves as a member of the Board of Finance and is chairman of the Joint Board, which is comprised of members of the Board of Finance and the City Council. Elections for this office are held every two years.

Fiscal Year 2016 Major Service Level Accomplishments

- Continued code enforcement initiatives.
- Sold Lot #1 of the Southeast Bristol Business Park for a 127,000 square foot storage/distribution center, a project that will bring approximately 40 new jobs to Bristol, lasting tax revenue and countless economic benefits.
- Sold Lot #5 of the Southeast Bristol Business Park for a 12,640 square foot state-of-the-art manufacturing facility.
- Worked on a potential project to locate a fuel cell development on 894 Middle Street – a brownfield acquired by the City in 2016.
- Continued revitalization of the West End, including pursuing the realignment of the Route 72/69 intersection.
- Completed StartUP Bristol, an innovative business plan competition designed to bring start-up companies to Bristol.
- Sold the former Bingham School and the former O’Connell School to a private developer for senior housing.
- Worked to market the City and its unique events and attractions.
- Worked towards the development of the 15 acre parcel known as Centre Square.
- Supported the Memorial Boulevard Task Force recommendation for restoration and use of the former Memorial Boulevard School building as a community cultural center.

Fiscal Year 2017 Major Service Level Goals

- Encourage and support development of the 15 acre parcel known as Centre Square. This includes working with the Bristol Hospital on its pending medical complex for the site and creating a vibrant, pedestrian-friendly downtown.

**Program Summaries-
General Government**

General Government - (continued)

- Continue code enforcement initiatives.
- Continue revitalization of the West End of Bristol.
- Work to develop the remaining acreage of the Southeast Bristol Business Park to bring in new, exciting businesses that add to the tax base, provide job opportunities and more.
- Continue to pursue the development of local brownfields. This includes supporting the cleanup and redevelopment of 894 Middle Street – a 17 acre brownfield site for which the City received a \$1.3 million cleanup grant.

Expenditure and Position Summary:

	2015 Actual	2016 Estimated	2017 Budget
Salary Expenditures	\$166,051	\$161,445	\$162,460
Full time Positions	2.5	2.5	2.5

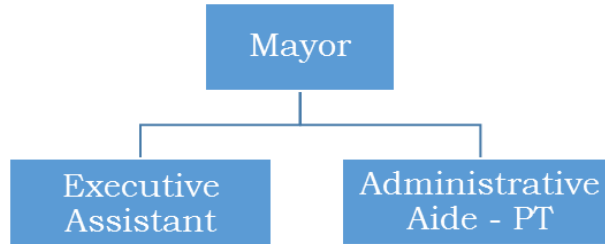
Budget Highlights

0011011 MAYOR

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2014-2015	ORIGINAL BUDGET 2015-2016	REVISED BUDGET 2015-2016	BUDGET REQUEST 2016-2017	JOINT BOARD 2016-2017
SALARIES							
514000		REGULAR WAGES	\$143,357	\$147,045	\$147,045	\$148,260	\$148,260
515100		OVERTIME	3	400	400	200	200
515100	15001	OVERTIME	9,723	0	0	0	0
515200		PART TIME	12,968	14,000	14,000	14,000	14,000
TOTAL SALARIES			\$166,051	\$161,445	\$161,445	\$162,460	\$162,460
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$6,500	\$20,500	\$20,500	\$20,500	\$20,500
553000		TELEPHONE	967	1,600	1,600	1,400	1,400
553100		POSTAGE	39	250	250	250	250
554000		TRAVEL REIMBURSEMENT	1,000	1,100	1,100	1,685	1,685
555000		PRINTING AND BINDING	2,020	2,000	2,000	2,100	2,100
581120		CONFERENCES AND MEMBERSHIPS	43,902	46,600	46,600	46,600	46,600
589100		MISCELLANEOUS	3,510	3,700	3,700	5,500	5,500
TOTAL CONTRACTUAL SERVICES			\$57,938	\$75,750	\$75,750	\$78,035	\$78,035
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$413	\$600	\$600	\$600	\$600
569000		OFFICE SUPPLIES	325	700	700	700	700
TOTAL SUPPLIES AND MATERIALS			\$738	\$1,300	\$1,300	\$1,300	\$1,300
CAPITAL OUTLAY							
570600	15001	OFFICE RENOVATIONS	\$19,453	\$0	\$0	\$0	\$0
570900	15024	MASS NOTIFICATION	13,500	0	0	0	0
TOTAL CAPITAL OUTLAY			\$32,953	\$0	\$0	\$0	\$0
TOTAL MAYOR			\$257,680	\$238,495	\$238,495	\$241,795	\$241,795

General Government - (continued)

Organizational Chart



PROBATE COURT

Judge Andre D. Dorval
Office: 860-584-6230

Service Narrative

The Region 19 Probate Court provides the residents of Bristol, Plymouth and Plainville with a variety of services. Traditionally, the Court is known for the handling of decedent’s estates, yet, many individuals are unaware of our other available services. Today our areas of jurisdiction regarding family matters include: Adoptions, Adult Adoptions, Paternity Proceedings, Removal of Guardianships, Termination of Parental Rights, Temporary Guardians, Emancipation of Minors and Guardianship of Estates for Minors.

Alongside family matters, Region 19 Probate Court addresses adult matters including: Involuntary Conservatorships, Voluntary Conservatorships, and Commitments for Mentally Ill Adults, Guardianships of the Person for the Intellectually Disabled Adult, Trusts and Change of Names.

For individuals wishing to learn about the Region 19 Probate Court, additional information including probate forms, publications and general information is available online. Please visit the State of Connecticut Judicial Branch Website and search for the Probate Court Website online at <http://jud.ct.gov>. Also, Probate Administration has introduced a scanner code on the updated probate forms available online to assist in digitizing our case files.

Fiscal Year 2016 Service Accomplishments

- Continued to provide to all residents of Bristol, Plymouth and Plainville with great customer service to our probate clients. Our weighted workload for 2016 was 6,494 matters. The statistics under the Performance Measures Section are reflective of only a few of the various matters we handle in the Probate Court. The Region 19 Probate Court relocated to its new location in December of 2015 at the Beal’s’ Senior –Community Center at 240 Stafford Avenue, Bristol, CT. The current site offers our clients and attorneys a more professional location to handle very sensitive family matters. Feedback from the public and counsel has been extremely positive about the new location and the expanded space.

**Program Summaries-
General Government**

General Government - (continued)

Fiscal 2017 Major Service Level Goals

- In the coming fiscal year, the Court will continue to provide the best possible services for all residents regarding Decedent, Family and Adult matters.

Long Term Goals and Issues

Continue the laser fiche process of current and closed probate records for public viewing. Records Management Systems are ever improving to provide access to probate records via computer.

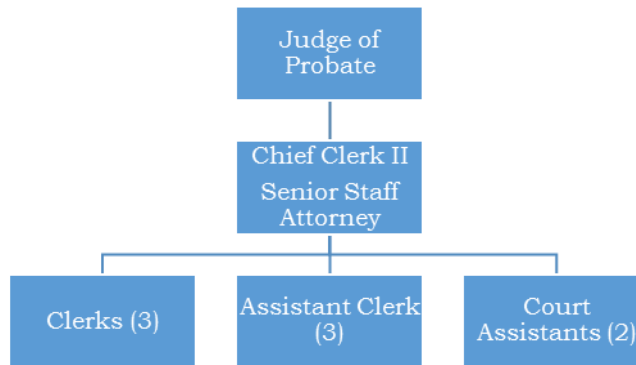
Performance Measures

Type of Matter	2011	2012	2013	2014	2015
Intestate	78	74	59	61	60
Testate	127	218	201	180	198
Small Estate Affidavit Applications	272	387	216	447	208
Trust Acct. Requiring Hearings	4	40	82	17	36
Termination of Parental Rights	10	32	39	27	14
Emancipation of Minors	4	3	4	3	0
Appointment of Guardians of Estates	13	24	14	23	14
Other Guardianship Applications	227	192	258	151	100
Change of Name	65	76	62	93	88

Expenditure and Position Summary

	2015 Actual	2016 Estimated	2017 Budget
Salary Expenditures	<i>Salaries for this department are paid by the State of Connecticut</i>		

Organizational Chart



**Program Summaries-
General Government**

General Government - (continued)

Budget Highlights

0011012 **PROBATE COURT**

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2014-2015	ORIGINAL BUDGET 2015-2016	REVISED BUDGET 2015-2016	BUDGET REQUEST 2016-2017	JOINT BOARD 2016-2017
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES	\$5,519	\$15,000	\$22,531	\$15,000	\$15,000
543000		REPAIRS AND MAINTENANCE	0	750	1,750	2,550	2,550
553000		TELEPHONE	139	500	860	1,700	1,700
553100		POSTAGE	14,330	14,500	14,569	14,400	14,400
555000		PRINTING AND BINDING	1,539	1,500	1,510	1,500	1,500
TOTAL CONTRACTUAL SERVICES			\$21,527	\$32,250	\$41,220	\$35,150	\$35,150
SUPPLIES AND MATERIALS							
569000		OFFICE SUPPLIES	\$1,799	\$5,000	\$8,201	\$5,000	\$5,000
TOTAL SUPPLIES AND MATERIALS			\$1,799	\$5,000	\$8,201	\$5,000	\$5,000
TOTAL PROBATE COURT			\$23,326	\$37,250	\$49,421	\$40,150	\$40,150

REGISTRARS OF VOTERS

Office: 860-584-6165

Sharon Krawiecki, Republican Registrar of Voters sharonkrawiecki@bristolct.gov

Kevin McCauley, Democratic Registrar of Voters KMcCauley@bristolct.gov

Service Narrative

The Registrars of Voters Office operates in accordance with State and Federal laws to maintain the voter registry and administer free and fair elections. A Democratic and a Republican Registrar of Voters are elected every two years on a citywide basis. The Registrars of Voters are jointly responsible to carry out the functions of the office in a bipartisan manner, upholding election integrity. Primary functions include elections administration, voter registration, record maintenance and training of poll workers.

Elements essential to election precision include maintaining an accurate voter registry, assuring voter privacy, employing qualified, well-trained poll workers and providing correct election results. Maintaining an accurate voter registry is vital to provide citizens access to vote and to uphold confidence in the voting experience. This includes registering new residents as well as those who have come of age, removing electors who are deceased, have moved out of town or state, purging electors who have been inactive and updating addresses, names or party affiliation for Bristol electors. Implementing new election laws as adopted by CT State Legislature is essential to assuring voter privacy, providing accurate election results and running a fair election.

Outreach efforts are used to register new voters, inform citizens of the voting process and voting options, and provide information on upcoming and past elections. Through the city website, an abundant amount of information maintained by this office is available directly to the public.

Fiscal Year 2016 Major Service Level Accomplishments

- Election Day Registration program was utilized, garnering 98 new registrations during the Municipal Election
- Trained moderators and poll workers on electronic voter check-in
- Completed a canvass of 1,269 voters to determine current voting residence
- Processed 13,030 voter registration additions, removals, and address, name or party affiliation changes
- Processed voters using electronic poll book technology at all polling locations
- Replaced 44 outdated memory cards with technically advanced cards

**Program Summaries-
General Government**

General Government - (continued)

Fiscal Year 2017 Major Service Level Goals

- Plan for an increase in the number of citizens who will participate in Election Day Registration for the 2016 presidential election
- Will conduct mock elections at Bristol Eastern and Bristol Central High Schools prior to the 2016 Presidential Election
- To participate in the test run of the Secretary of the State’s new program for election night reporting

Long-Term Goals and Issues

- It is the goal of this office to support and assist in statewide efforts to employ the latest technology in all aspects of election administration which enables us to:
 - Report accurate and immediate election results
 - Conduct more efficient ballot audits with newest available technology
- It is imperative that we continue our sworn duties and responsibilities to the electorate in a non-partisan manner, independent of control and completely impartial

Performance Measures

Polling Location		Municipal Election 2015	
		Eligible Voters	Number Voted*
77-01 Edgewood School		3,762	1,524
77-02 Northeast School		3,953	1,800
77-03 Mountain View School		3,526	1,341
77-04 Bristol Eastern High School		2,010	764
78-01 Chippens Hill Middle School		3,446	1,690
78-02 West Bristol School		3,329	1,142
79-01 South Side School		3,761	1,381
79-02 B.P.O. Elk’s Lodge #1010		3,322	1,061
79-03 Greene-Hills School		4,132	1,403
Absentee Voters	472		
Election Day Registration – City Hall	98		
TOTALS	570	31,241	12,106
*Includes Absentee & EDR Voters			

**Program Summaries-
General Government**

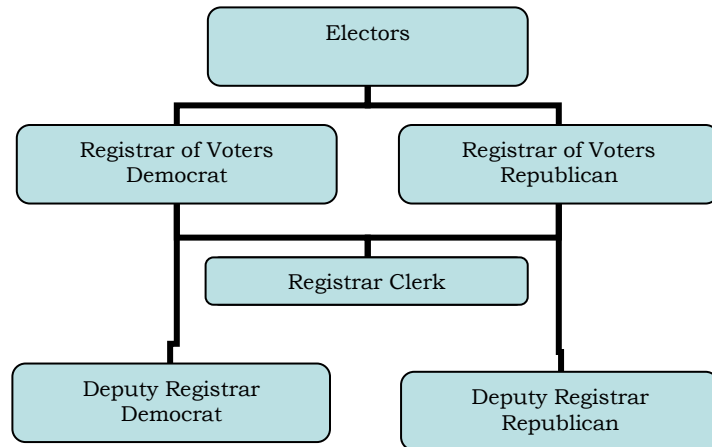
General Government - (continued)

Historical Voter Turnout			
ELECTION	%	Registered	VOTED
2000 PRESIDENTIAL	74%	31,274	23,035
2001 MUNICIPAL	36%	29,899	10,824
2002 GOVERNOR	54%	29,611	16,002
2003 MUNICIPAL	40%	29,453	11,858
2004 PRESIDENTIAL	77%	32,880	25,349
2005 MUNICIPAL	38%	32,014	12,305
2006 GOVERNOR	58%	31,926	18,598
2007 MUNICIPAL	36%	31,774	11,558
2008 PRESIDENTIAL	77%	34,720	26,900
2009 MUNICIPAL	26%	34,132	8,767
2010 GOVERNOR	54%	33,658	18,057
2011 MUNICIPAL	28%	33,249	9,347
2012 PRESIDENTIAL	70%	35,113	24,558
2013 MUNICIPAL	35%	31,869	11,085
2014 GOVERNOR	56%	31,718	17,835
2015 MUNICIPAL	39%	31,241	12,106

Expenditure and Position Summary

	2015 Actual	2016 Estimated	2017 Budget
Salary Expenditures	\$171,427	\$196,645	\$203,560
Full time Positions	3	3	3

Organizational Chart



**Program Summaries-
General Government**

General Government - (continued)

Budget Highlights

0011013 **REGISTRARS OF VOTERS**

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2014-2015	ORIGINAL BUDGET 2015-2016	REVISED BUDGET 2015-2016	BUDGET REQUEST 2016-2017	JOINT BOARD 2016-2017
SALARIES							
514000		REGULAR WAGES	\$128,335	\$137,325	\$137,325	\$136,560	\$136,560
515100		OVERTIME WAGES	1,518	2,000	2,000	3,000	3,000
515200		PART TIME WAGES	40,634	60,000	56,400	64,000	64,000
517000		OTHER WAGES	940	920	920	0	0
TOTAL SALARIES			\$171,427	\$200,245	\$196,645	\$203,560	\$203,560
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$34,830	\$5,000	\$5,000	\$5,000	\$5,000
531140		TRAINING	385	600	4,200	2,400	2,400
544400		RENTS AND LEASES	500	750	750	750	750
553000		TELEPHONE	13	400	400	400	400
553100		POSTAGE	3,987	4,500	5,500	4,500	4,500
554000		TRAVEL REIMBURSEMENT	362	750	750	750	750
555000		PRINTING AND BINDING	11,572	10,000	10,000	15,000	15,000
581120		CONFERENCES AND MEMBERSHIPS	0	1,200	1,200	1,200	1,200
581122		DEMOCRAT	320	0	0	0	0
581124		REPUBLICAN	455	0	0	0	0
TOTAL CONTRACTUAL SERVICES			\$52,424	\$23,200	\$27,800	\$30,000	\$30,000
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES AND MATERIALS	\$11,851	\$16,950	\$16,950	\$16,950	\$16,950
561800		PROGRAM SUPPLIES	659	500	500	500	500
569000		OFFICE SUPPLIES	1,509	1,500	1,500	1,500	1,500
TOTAL SUPPLIES AND MATERIALS			\$14,019	\$18,950	\$18,950	\$18,950	\$18,950
CAPITAL OUTLAY							
570400	16001	MEMORY CARDS	\$0	\$15,400	\$10,900	\$0	\$0
570400	16002	POLL BOOKS	0	9,000	9,500	0	0
570600	16003	CARD FILE	0	12,000	15,000	0	0
TOTAL CAPITAL OUTLAY			\$0	\$36,400	\$35,400	\$0	\$0
TOTAL REGISTRARS OF VOTERS			\$237,870	\$278,795	\$278,795	\$252,510	\$252,510

ASSESSOR

Thomas DeNoto, Assessor
thomasdenoto@bristolct.gov
860-584-6240

Service Narrative

The Assessor's Office is responsible for the equitable appraisal and assessment of taxable and non-taxable real and personal property and motor vehicles.

Real property is all land and building improvements located within the City limits. Taxation is based on the assessed value established during the last revaluation (2012). Assessment staff are in the process of developing the 2017 revaluation. FACET Technology has completed a photo shoot of all properties and these approximate 22,000 photos will be entered into the Vision database by early summer 2016. Data mailers for properties that have not been inspected within the past 10 years will be mailed to property owners for property improvement verification (summer 2016). The interim years are updated with the addition of new construction. This involves the physical inspection of new construction, i.e., new house, addition, decks, remodeling, etc. The source is usually through the building permits issued.

The Personal Property list consists of all businesses located within the corporate limits of the City of Bristol. In general terms, personal property is everything needed to engage in a business enterprise, excluding land and any improvements thereon. The common categories are machinery, furniture and fixtures, equipment, data processing

General Government - (continued)

equipment, and unregistered motor vehicles. Discovery of new accounts are obtained through telephone directories, newspaper articles, advertisements, trade names filed with the City Clerk, and a physical canvass of business districts. State Statutes require all owners of personal property to file annual lists of such property no later than November 1st, or be subject to a 25% penalty. This process is supplemented by a statutory authorized audit process. The City has subcontracted with Tax Management Associates to provide a full audit of ESPN personal property declaration filings reported for 2014 and 2015 grand lists. Assessment staff continue to work with Feldman Associates reviewing 20 account declarations for assessment years 2013, 2014 and 2015.

The motor vehicle list is developed with the help of the Department of Motor Vehicles (DMV). Pursuant to Section 14-163 of the Connecticut General Statutes, the Commissioner of Motor Vehicles is required to furnish to the Assessor in each town, a list containing the names and addresses of owners of motor vehicles registered in their respective towns, as they appear on October 1st of each year, based on the registration records of the motor vehicle department. The list is then priced to develop the grand list. The values are based on "clean" retail value from the National Automobile Dealers Association price guides, as recommended to the Office of Policy & Management by the Connecticut Association of Assessing Officers (CAAO). Assessment staff anticipate numerous mailing address issues within this grand list reporting from the DMV due to the recent 3M software conversion of DMV data for all registered vehicles within the State. CAAO President John Rainaldi has advised through numerous email communications the State inability to identify and correct registration mailing address errors. Ultimately, City assessment staff have produced the best information possible through independent software analysis and Quality Data software vendor applications. Additionally, CAAO representatives indicate a high probability the State DMV does not have the software programming capability to generate the Supplemental Motor Vehicle grand list. This list represents all vehicles registered between the dates of 10/2/2015 through to 8/1/2016. City Tax Collector estimates a potential loss in revenue of approximately \$1,900,000 based on previous years assessments if this list is not provided by the DMV.

Additional assessment responsibilities include maintenance of ownership records of property and application processing for elderly, military, blind and statutory exemptions.

The Assessor's Office implemented an in house revaluation January 31st 2013 for the 2012 grand list and is fully engaged to implement the same process for the 2017 revaluation with consultation from subcontracted Municipal Valuations Services (Munival). Staff engages tremendous effort researching requests for City residents and accomplishes this in a professional, courteous, and timely manner. Office functions are governed by Connecticut General Statutes and the City Charter relating to property valuation and exemption implementation. The office mission is to maintain equity among property owners within office policy guidelines governed by the aforementioned laws.

**Program Summaries-
General Government**

General Government - (continued)

Fiscal Year 2016 Major Service Level Accomplishments

- Fully implemented Quality Data Services new administration software allowing greater functionality between the Assessor and Tax Collector offices
- Modernized and updated Assessor webpage in new software allowing greater functionality
- Began initiative of converting daily processing to a paperless environment as a cost saving measure
- Generated public awareness of exemption programs and assessment related services
- Implemented FACET Technology updated real property photo imaging

Fiscal Year 2017 Major Service Level Goals

- Develop and maintain a paperless office environment through MIS initiatives (tablet computers and scanning capabilities)
- Update Vision web hosting to include more property data and Geographic Information System mapping
- Create web site and public awareness resources that inform property owners of statistical data utilized in the revaluation process
- Work with Connecticut Assessor Association and public in a campaign to increase awareness of web site based DMV data resources
- Update Assessor online department information to include links to important Assessor applications and forms and inter-department links

Long-Term Goals and Issues

- Successfully implement, appraise, communicate and manage the initiation of the 2017 revaluation of all real property in the City
- Establish a data mailer program and policy that will alleviate the need for revaluation 2017 physical inspections
- Administer, reconcile and implement measures insuring proper reporting and auditing procedures within the previously administered and currently phased out State of CT Office of Policy and Management M65 Manufacturers Machinery and Equipment exempt inventory program

Performance Measures

FY/Grand List Date	FY2014 10/1/13	FY2015 10/1/14	FY2016 10/1/15
Gross Assessed Value	\$4,067,924,600	\$4,136,272,964	4,134,126,831
Estimated Actual Value	\$5,811,320,857	\$5,908,961,377	5,905,895,472

**Program Summaries-
General Government**

General Government - (continued)

Grand List Totals – October 1, 2015

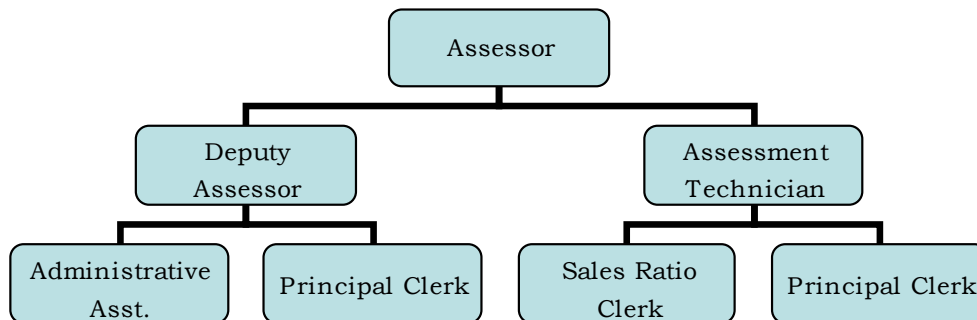
	Gross Assessment	Exemptions	Net Assessment
Real Estate	3,656,177,766	453,014,948	3,203,162,818
Personal Property	522,136,940	249,842,488	272,294,452
Motor Vehicle	372,552,015	2,876,909	369,675,106
Totals	4,134,126,831	288,994,455	3,845,132,376

2015 Grand List Statistical Data	Count
Building Permits and Value inspections serviced 7/2015 – 6/30/2016	3,280
Certificate of Occupancy Issued (New Construction) 7/2015 – 7/1/2016	140
Elderly Applications Taken	627
Renters Applications Taken 4/1/2016 through 6/2/2016 ends 10/1/2016	631
Real Estate Transfers	1,470
Veterans, Blind and Disabled Applications	863

Expenditure and Position Summary

	2016 Actual	2016 Estimated	2017 Budget
Salary Expenditures	\$335,169	\$359,486	\$370,330
Full time Positions	6	6	6

Organizational Chart



**Program Summaries-
General Government**

General Government - (continued)

Budget Highlights

0011014 ASSESSOR

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2014-2015	ORIGINAL BUDGET 2015-2016	REVISED BUDGET 2015-2016	BUDGET REQUEST 2016-2017	JOINT BOARD 2016-2017
SALARIES							
514000		REGULAR WAGES	\$330,428	\$351,510	\$354,486	\$365,330	\$365,330
515100		OVERTIME	3,025	4,000	4,000	4,000	4,000
517000		OTHER WAGES	1,716	1,000	1,000	1,000	1,000
TOTAL SALARIES			\$335,169	\$356,510	\$359,486	\$370,330	\$370,330
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$4,090	\$25,000	\$62,074	\$10,000	\$10,000
553000		TELEPHONE	138	250	250	250	250
553100		POSTAGE	2,807	2,680	4,180	3,000	3,000
554000		TRAVEL REIMBURSEMENT	3,444	3,280	3,280	3,280	3,280
555000		PRINTING AND BINDING	2,409	2,500	2,500	2,550	2,550
557700		ADVERTISING	0	180	180	180	180
581100		DUES AND FEES	1,500	1,700	1,700	1,700	1,700
581120		CONFERENCES AND MEMBERSHIPS	1,100	1,200	1,200	1,200	1,200
581135		SCHOOLING AND EDUCATION	1,830	2,000	3,500	2,000	2,000
TOTAL CONTRACTUAL SERVICES			\$17,318	\$38,790	\$78,864	\$24,160	\$24,160
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$1,298	\$1,520	\$1,520	\$1,550	\$1,550
569000		OFFICE SUPPLIES	543	600	600	610	610
TOTAL SUPPLIES AND MATERIALS			\$1,841	\$2,120	\$2,120	\$2,160	\$2,160
TOTAL ASSESSORS			\$354,328	\$397,420	\$440,470	\$396,650	\$396,650

BOARD OF ASSESSMENT APPEALS

Stacey Raymond, Chairperson
Assessor's Office 860-584-6240

Service Narrative

The Board of Assessment Appeals consists of three members that are elected every two years. As required by State law, the Board of Assessment Appeals generally holds three meetings during March and one in September to hear appeals concerning the assessments that were placed on the previous October 1st Grand List. The September hearing is solely for motor vehicle appeals.

All appeals heard were reviewed and owners were notified of the Board's decision. Appeals are heard regarding valuation, governed by Connecticut General Statutes, as of the October 1st Grand List valuation date for Personal Property and Motor Vehicle assessments and as of the October 1st revaluation year for Real Estate appeals.

Fiscal Year 2016 Major Service Level Accomplishments

- The Board met two times during March 2016 to hear appeals on the October 1, 2015 grand list and will meet once in September 2016 to hear Motor Vehicle appeals on the October 1, 2015 Grand List. The Board heard appeals as a group and deliberated as a unit to make their decisions. Each person who made an appeal was notified of the Board's decision well within the time period mandated by law
- Website availability of Board meeting minutes and appeal forms

**Program Summaries-
General Government**

General Government - (continued)

Fiscal Year 2017 Major Service Level Goals

- Increase awareness for commercial property owners to annually file income and expense reports to the Assessor by statutory deadline June 1st each year
- Increase awareness that City businesses are required by State statute to annually file personal property declarations that reconcile to IRS Depreciation Schedule 4562
- The Board will continue to monitor appeals and schedule hearing dates in accordance with State Statute for each session in the month of March and September of each year

Long-Term Goals and Issues

- Update website information in anticipation of streamlined communication notifying the public of State mandated appeal filing deadlines
- Increase awareness of mandatory revaluation procedures necessitating property inspection through data mailer initiative to complete the 2017 revaluation analysis

Performance Measures

Grand List Year	Number	Appeals Heard	Number Granted	Number Denied
2013	29	Real Estate	16	13
	19	Motor Vehicle (ongoing appeals 9/2014)	17	2
	5	Personal Property	2	3
2014	44	Real Estate	13	31
	13	Motor Vehicle (ongoing appeals 9/2015)		
	5	Personal Property	4	1
2015	21	Real Estate	16	5
	3	Motor Vehicle (ongoing appeals 9/2016)	3	
	3	Personal Property	3	

**Program Summaries-
General Government**

General Government - (continued)

Budget Highlights

0011015 BOARD OF ASSESSMENT APPEALS

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2014-2015	ORIGINAL BUDGET 2015-2016	REVISED BUDGET 2015-2016	BUDGET REQUEST 2016-2017	JOINT BOARD 2016-2017
SALARIES							
515100		OVERTIME	\$750	\$950	\$950	\$950	\$950
515200		PART TIME	3,756	3,760	3,760	3,760	3,760
TOTAL SALARIES			\$4,506	\$4,710	\$4,710	\$4,710	\$4,710
CONTRACTUAL SERVICES							
553100		POSTAGE	\$44	\$205	\$205	\$205	\$205
557700		ADVERTISING	132	175	175	175	175
TOTAL CONTRACTUAL SERVICES			\$176	\$380	\$380	\$380	\$380
SUPPLIES AND MATERIALS							
569000		OFFICE SUPPLIES	\$154	\$200	\$200	\$205	\$205
TOTAL SUPPLIES AND MATERIALS			\$154	\$200	\$200	\$205	\$205
TOTAL BOARD OF ASSESSMENT APPEALS			\$4,836	\$5,290	\$5,290	\$5,295	\$5,295

Board of Assessment Appeals Members

Term Expiration

Stacey Raymond, Chairperson
Mary Alford
Shirley Salvatore

11/2016
11/2016
11/2016

TAX COLLECTOR

Teresa Babon, Tax Collector
Tax Office: 860-584-6270
teresababon@bristolct.gov

Service Narrative

The Tax Collector's office has the responsibility of collecting revenue generated from the annual Grand List which consists of Real Estate, Motor Vehicle, and Personal Property taxes. Department responsibilities and procedures are strictly governed by Bristol City Ordinances and Connecticut General Statutes. Following the original tax billing period, delinquent notices, demands, warrants and intent to lien notices are sent to taxpayers that do not pay on time. Additionally, the office processes tax refunds and abatements and files liens and lien releases on the land records with the City Clerk's Office. While providing efficient service to the taxpayers, the Tax Collector's office works with title searchers, attorneys, the City's legal staff and other City departments on a daily basis.

Fiscal Year 2016 Major Service Level Accomplishments

- Collaborated with Farmington Bank and credit card vendor to enhance customer experience when paying bills online and obtained a customer rate reduction for ACH payments
- Began processing DMV clearances in real time via the new DMV CIVLS portal
- Filed C-PACE documents on Bristol City land records for five properties
- Met budgeted tax collections

**Program Summaries-
General Government**

General Government - (continued)

Fiscal Year 2017 Major Service Level Goals

- To research other credit card vendors in an attempt to reduce rates charged to taxpayers and utilize the most modern and secure payment site
- To begin collections on new C-PACE account assessments and work with CT Green Bank on any problems
- To exceed budgeted tax collection projections

Long-Term Goals and Issues

- To coordinate with billing software vendor, credit card vendor and MIS to allow for paperless tax billing
- To continue to find ways to maximize efficiency in the office
- To encourage taxpayers to sign up for paperless billing and to mail in payments or pay from home using credit card or electronic checks

Performance Measures

	Grand List 2012 Est. (in thousands)	Grand List 2013 Est. (in thousands)	Grand List 2014 Est. (in thousands)
Tax Levy	\$127,580	\$134,192	\$133,581
Amount Collected	\$125,620	\$131,572	\$131,429
Percentage Collected	98.46%	98.04%	98.64%

Transactions	Number	Amount Collected
Credit Card Transactions Online		4,219,572
Number of Vehicles Booted	131	57,383

Online Credit Card Transaction by Month- 2015 Calendar Year			
Month	Amount Collected	Month	Amount Collected
January	484,619	July	1,206,700
February	927,051	August	694,216
March	267,801	September	271,483
April	240,590	October	225,060
May	85,757	November	150,985
June	85,800	December	283,675

Indirect Collections Attributed to Boot	Approximately \$184,000
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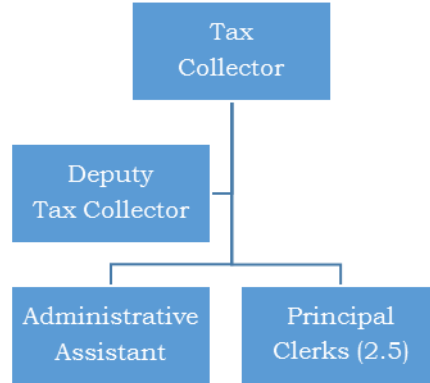
Expenditure and Position Summary

	2015 Actual	2016 Estimated	2017 Budget
Salary Expenditures	\$272,387	\$293,325	\$293,160
Full time Positions	5	5.5	5.5

**Program Summaries-
General Government**

General Government - (continued)

Organizational Chart



Budget Highlights

0011016 TAX COLLECTOR

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2014-2015	ORIGINAL BUDGET 2015-2016	REVISED BUDGET 2015-2016	BUDGET REQUEST 2016-2017	JOINT BOARD 2016-2017
SALARIES							
514000		REGULAR WAGES	\$265,723	\$273,255	\$273,255	\$271,695	\$271,695
515100		OVERTIME	0	100	100	100	100
515200		PART TIME	6,664	19,920	19,920	21,315	21,315
517000		OTHER WAGES	0	50	50	50	50
TOTAL SALARIES			\$272,387	\$293,325	\$293,325	\$293,160	\$293,160
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$315	\$14,450	\$15,340	\$2,050	\$2,050
531105		DELINQUENT TAX COLLECTION	14,492	14,500	14,500	0	0
543000		REPAIRS AND MAINTENANCE	95	100	100	100	100
544400		RENTALS	292	260	260	300	300
553000		TELEPHONE	117	125	125	125	125
553100		POSTAGE	31,633	39,000	39,000	41,500	41,500
554000		TRAVEL REIMBURSEMENT	113	180	180	180	180
555000		PRINTING AND BINDING	17,884	21,450	21,450	22,000	22,000
557700		ADVERTISING	181	370	370	375	375
581120		CONFERENCES AND MEMBERSHIPS	165	390	390	390	390
581135		SCHOOLING AND EDUCATION	655	1,000	1,000	1,000	1,000
581150		ANNUAL BOND	10,794	4,050	4,050	6,750	6,750
TOTAL CONTRACTUAL SERVICES			\$76,736	\$95,875	\$96,765	\$74,770	\$74,770
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$152	\$430	\$430	\$430	\$430
569000		OFFICE SUPPLIES	232	300	300	300	300
TOTAL SUPPLIES AND MATERIALS			\$384	\$730	\$730	\$730	\$730
TOTAL TAX COLLECTOR			\$349,507	\$389,930	\$390,820	\$368,660	\$368,660

PURCHASING

Roger Rousseau, Purchasing Agent
Office: 860-584-6195
rogerrousseau@bristolct.gov

Service Narrative

The major function of the Purchasing Department is to obtain equipment, materials and services for the City and Board of Education and maintain the best value for taxpayer dollars. The Purchasing Department also provides:

- ◆ Centralization of contracting activities;
- ◆ contract compliance services;
- ◆ information on product sources, vendor information and other relevant information;
- ◆ studies of market conditions for various commodities and/or services;
- ◆ conformance with local, state and federal procurement guidelines;
- ◆ asset tracking (including sale or disposal).

Fiscal Year 2016 Major Service Level Accomplishments

- Improved processing methods for procurement card transactions by integrating direct feed of bank-generated data into MUNIS
- Improved controls on vendor records activity within MUNIS
- Implemented provisions for set-aside contracting consistent with Public Act 15-5
- Coordinated contracts activity for construction/renovation of Firehouse 4
- Coordinated contracts activity for deployment of synthetic turf fields
- Assisted in energy efficiency contracting efforts through the Mayor's Task Force on Energy Efficiency

Fiscal Year 2017 Major Service Level Goals

- Assist in contracting efforts toward replacement of street lighting with energy efficient LED fixtures
- Provide support toward deployment of energy efficiency initiatives
- Establish new contracts for electric supply in preparation for integration with Education electric supply contracts
- Coordinate contracting activity for renovations to Memorial Boulevard Community Cultural Center
- Provide support toward replacement of radio communications system and telephone systems at City buildings

Long-Term Goals and Issues

- Continue to expand use of procurement cards
- Expand use of indefinite quantity contracting for building-related construction activities

**Program Summaries-
General Government**

General Government - (continued)

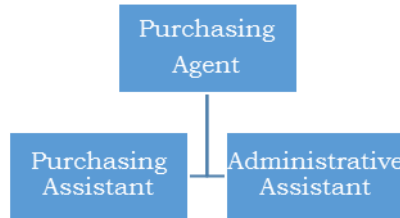
Performance Measures

	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016
Total # of sealed bids issued:	110	115	121
Total # of Request for Proposals:	14	31	23
Total # of purchase orders issued:	7,427	7,846	7,742
Total value of purchase orders issued:	\$65,424,833	\$62,840,145	\$89,543,240

Expenditure and Position Summary

	2015 Actual	2016 Estimated	2017 Budget
Salary Expenditures	\$172,733	\$181,452	\$184,700
Full time Positions	3	3	3

Organizational Chart



Budget Highlights

0011017 PURCHASING

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2014-2015	ORIGINAL BUDGET 2015-2016	REVISED BUDGET 2015-2016	BUDGET REQUEST 2016-2017	JOINT BOARD 2016-2017
SALARIES							
514000		REGULAR WAGES	\$171,733	\$176,140	\$180,452	\$183,700	\$183,700
517000		OTHER WAGES	1,000	1,000	1,000	1,000	1,000
TOTAL SALARIES			\$172,733	\$177,140	\$181,452	\$184,700	\$184,700
CONTRACTUAL SERVICES							
531140		TRAINING	\$276	\$300	\$300	\$300	\$300
543000		REPAIRS AND MAINTENANCE	0	100	188	100	100
553000		TELEPHONE	123	150	62	150	150
553100		POSTAGE	950	1,000	1,000	1,000	1,000
554000		TRAVEL REIMBURSEMENT	84	100	100	100	100
555000		PRINTING AND BINDING	829	1,000	1,000	1,000	1,000
557700		ADVERTISING	4,940	5,000	5,000	5,000	5,000
581120		CONFERENCES AND MEMBERSHIPS	875	835	835	850	850
581150		MISCELLANEOUS BOND EXPENSE	75	75	75	75	75
TOTAL CONTRACTUAL SERVICES			\$8,152	\$8,560	\$8,560	\$8,575	\$8,575
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$141	\$0	\$0	\$0	\$0
569000		OFFICE SUPPLIES	302	325	325	325	325
TOTAL SUPPLIES AND MATERIALS			\$443	\$325	\$325	\$325	\$325
TOTAL PURCHASING			\$181,328	\$186,025	\$190,337	\$193,600	\$193,600

COMPTROLLER'S OFFICE

Glenn S. Klocko, Comptroller
Office: (860) 584-6130
glennklocko@bristolct.gov

Service Narrative

The Comptroller's Office is responsible for the accounting, budgeting, and Financial Reporting for the City, and includes the following activities: payroll and employee health and pension benefits, accounts payable for all funds within the City, Debt Service or payment of interest and principal on City borrowing, liability insurance coverage, Bristol/Burlington Health District and general accounting for all City funds excluding the Water Department. The Management Information Systems Department reports to the Comptroller's Office.

The Comptroller's Office, in conjunction with the Treasurer's Office, is responsible for the investment of available City funds.

By Charter, the Comptroller is Clerk to the Board of Finance and administrative officer for the City of Bristol General City Retirement Program. The Comptroller also acts as fiscal advisor to both the Firefighters' and Police Benefit Funds.

The Charter requires that the adopted budget have a balanced relationship between revenues and expenditures as well as the inclusion of pension contributions and debt service requirements. Once adopted, the Board of Finance may make transfers, and if in excess of \$5,000, Joint Board approval is also required. Additional appropriations require Board of Finance and Joint Board approval. The only exception to the above involves appropriations from the Reserve Fund for Capital and Nonrecurring Expenditures. This fund was set up under the provisions of Chapter 108 of the Connecticut General Statutes. Appropriations are made based on recommendations of the Board of Finance and approval by the legislative body, the City Council.

The Board of Finance has sole power by Charter, to determine the necessity for and the manner of issuing bonds by the City of Bristol. Authorization to incur indebtedness through the issuance of bonds or notes must be approved by the Board of Finance. Special appropriations that are financed by bond issues must be approved by the Board of Finance and the Joint Board. The Board of Finance meets the fourth Tuesday of each month to deliberate upon the financial matters of the City.

Fiscal Year 2016 Major Service Level Accomplishments

- Received Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award
- Received GFOA's Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR)
- Received GFOA's Popular Award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR)
- Updated website to include budget information for taxpayers

Fiscal Year 2017 Major Service Level Goals

- Prepare and present precise information in a user friendly format in the City's Budget Book at a minimal cost
- Continue to update the Comptroller's Office website with new information as it occurs
- Provide superior service to departments and residents of the City
- Maintain positive relationships with municipal rating agencies

**Program Summaries-
General Government**

General Government - (continued)

- Work with Purchasing to maintain the fixed assets program for the City
- Incorporate GFOA reviewer’s recommendations for improvements into the City’s budget, CAFR and PAFR
- Continue to increase use of Laserfiche to electronically store documents
- Continue to receive all three GFOA awards:
 - Certificate of Achievement for Excellence in Financial Reporting for the CAFR
 - Distinguished Budget Presentation Award
 - Popular Award for Outstanding Achievement in Popular Annual Financial Reporting

Performance Measures

Quantitative:

Category	2013-2014	2014-2015	2015-2016
# of Invoices Paid	38,368	40,154	40,520
# of Payroll Checks and Direct Deposits	67,506	67,681	66,525

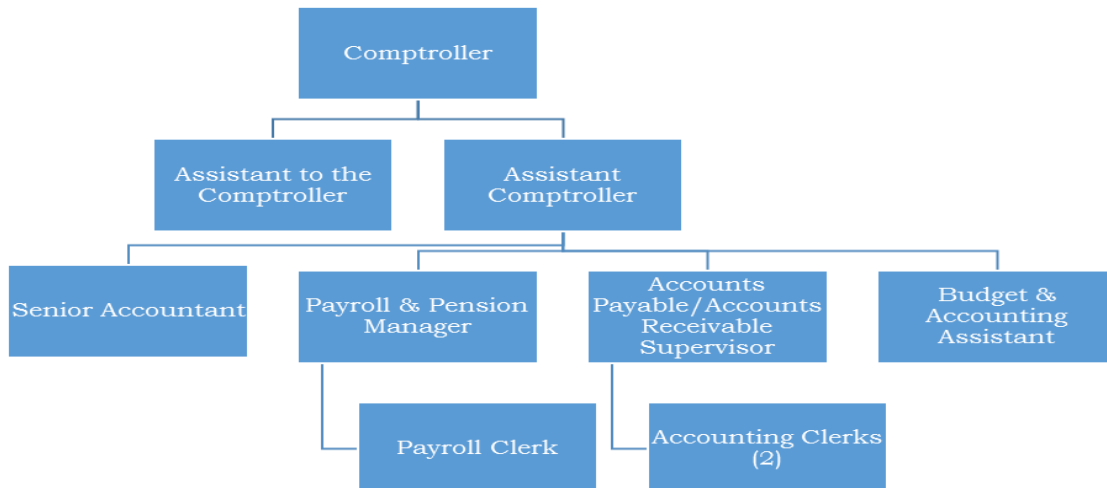
Qualitative:

The Comptroller's Office continues to receive all three GFOA awards, which signifies its strong commitment to superior financial reporting and budget presentation. The Comptroller’s Office also works to ensure strict adherence to budgetary guidelines.

Expenditure and Position Summary

	2015 Actual	2016 Estimated	2017 Budget
Salary Expenditures	\$618,563	\$658,959	\$641,870
Full Time Positions	11	11	10

Organizational Chart



**Program Summaries-
General Government**

General Government - (continued)

Budget Highlights

0011018 **COMPTROLLER**

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2014-2015	ORIGINAL BUDGET 2015-2016	REVISED BUDGET 2015-2016	BUDGET REQUEST 2016-2017	JOINT BOARD 2016-2017
SALARIES							
514000		REGULAR WAGES	\$601,446	\$681,680	\$649,929	\$638,220	\$638,220
515100		OVERTIME	2,428	2,500	2,500	2,500	2,500
515200		PART TIME	6,730	0	0	0	0
517000		OTHER WAGES	7,959	4,730	6,530	1,150	1,150
TOTAL SALARIES			\$618,563	\$688,910	\$658,959	\$641,870	\$641,870
CONTRACTUAL SERVICES							
543000		REPAIRS AND MAINTENANCE	\$175	\$200	\$200	\$200	\$200
544400		RENTALS	2,397	2,400	2,400	2,065	2,065
553000		TELEPHONE	83	100	100	100	100
553100		POSTAGE	2,342	2,800	2,800	2,700	2,700
554000		TRAVEL REIMBURSEMENT	261	150	150	250	250
555000		PRINTING AND BINDING	1,559	2,200	2,446	2,200	2,200
557700		ADVERTISING	1,224	1,800	1,800	1,800	1,800
581120		CONFERENCES AND MEMBERSHIPS	2,888	4,040	4,040	4,015	4,015
581150		MISCELLANEOUS BOND EXPENSE	220	220	220	220	220
TOTAL CONTRACTUAL SERVICES			\$11,149	\$13,910	\$14,156	\$13,550	\$13,550
SUPPLIES AND MATERIALS							
569000		OFFICE SUPPLIES	\$1,142	\$1,400	\$1,400	\$1,400	\$1,400
TOTAL SUPPLIES AND MATERIALS			\$1,142	\$1,400	\$1,400	\$1,400	\$1,400
TOTAL COMPTROLLER			\$630,854	\$704,220	\$674,515	\$656,820	\$656,820

TREASURER

Tom Barnes, Jr., Treasurer
Office: 860-584-6285
tombarnes@bristolct.gov

Service Narrative

The primary responsibility of the Treasurer's Office is to serve as the custodian of all City monies, and keep an accurate record of all receipts and disbursements. The objective of the City of Bristol's investment and cash management program is to ensure the safety, liquidity and yield of the funds entrusted to it. The Treasurer is a member of the Board of Trustees of each of the City's three pension funds. Additionally, the Treasurer's Office is responsible for the bi-weekly and monthly distribution of pension benefits. The City's operational short-term investment policy is managed as follows:

- Safety of Principal- Safety of principal is the foremost priority of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio.
- Liquidity- The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demand.
- Yield- The investment portfolio shall be designed to attain a market-average rate of return throughout budgetary and economic cycles, taking into account investment risk constraints and the City's liquidity needs.

General Government - (continued)

Fiscal Year 2016 Major Service Level Accomplishments

- Developed a cash management policy to securely deposit City funds at the bank by enlisting Dunbar Armored, Inc. to guarantee deposits are transported with no risk to the City or its employees
- Limited the City's short term investment exposure to credit and custodial risk by utilizing a secured municipal account, AAA rated asset management investment pools and laddering CD's
- Continued to coordinate with various departments currently not accepting credit cards or ACH to implement a credit card and/or ACH payment system for the services that they offer
- Continued to provide various forms to pensioners on the City's website to help pensioners change their state and federal taxes, direct deposit and notification of an address change
- Continued to educate pensioners on City provided health care options and changes

Fiscal Year 2017 Major Service Level Goals

- To continue to review the City's current banking services relationship in order to minimize banking costs and improve operational efficiency
- To review and update the Investment Policy Statement for the City's retirement plan
- To continue to develop a liquidity fund to help manage payments of City pension to beneficiaries in a manner that is more efficient and reduces the current demand on the core assets of the City's pension system
- Complete the implementation of required direct deposit of all pension payments
- To meet the City's operational investment policy objectives and to continue to limit the City's short term investment exposure to credit and custodial risk through on-going evaluation and utilization of bank programs, pre-qualifying financial institutions, diversification of the investment portfolio and the use of asset management investment pools and fixed income securities market managers
- To manage the portfolio with the objective of exceeding the average of three-month U.S. Treasury Bill rates for the equivalent period. This index is considered a benchmark for near risk less investment transactions and, therefore, comprises a minimum standard for the portfolio's rate of return
- To continuously improve departmental processes and procedures to achieve an efficient flow of documents and work toward a paperless environment by increasing the use of tools such as: remote depositing, web-site communication, credit card payments, direct deposit, ACH/wiring of transactions, and laserfiche to store information in accordance with State statute

Long-Term Goals and Issues

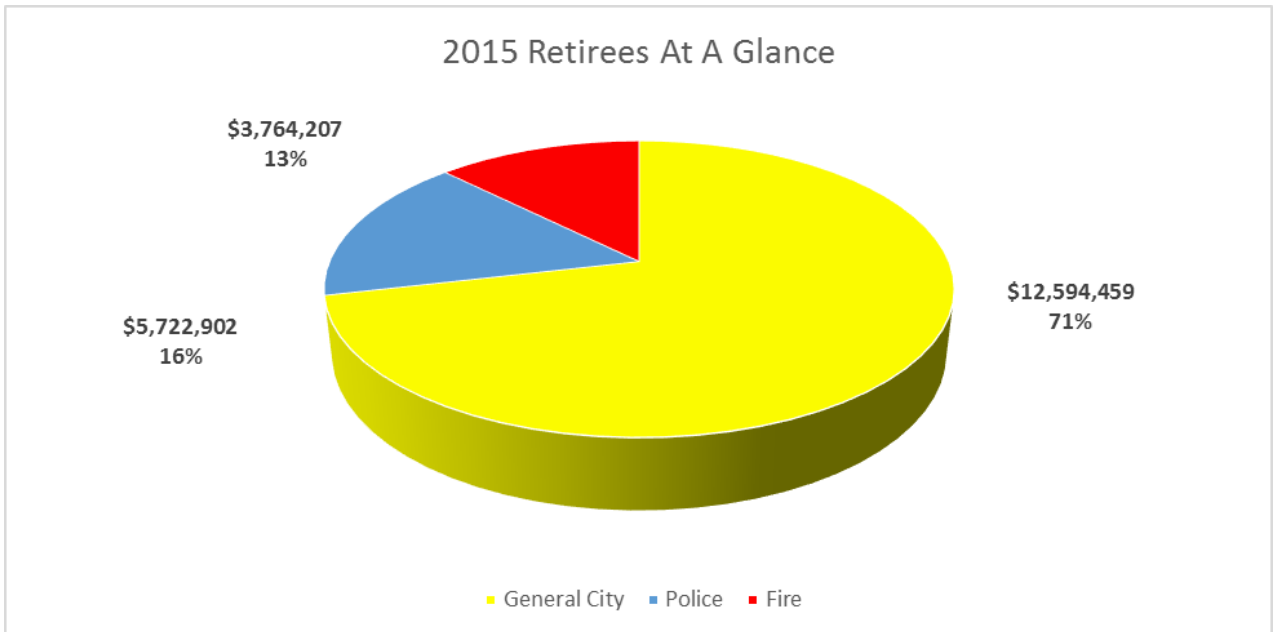
- To maximize the interest return on liquid funds in a record low interest rate environment

**Program Summaries-
General Government**

General Government - (continued)

Performance Measures

	2013 No. of Retirees	Amount Paid	2014 No. of Retirees	Amount Paid	2015 No. of Retirees	Amount Paid
General City Retirement System	531	\$11,289,617	524	\$12,039,643	563	\$12,594,459
Firefighter's Benefit Fund	99	\$3,633,701	97	\$3,768,566	99	\$3,764,207
Police Benefit Fund	120	\$5,219,283	117	\$5,336,347	127	\$5,722,902
Total	750	\$20,142,601	738	\$21,144,556	789	\$22,081,568



	FY 13-14	FY 14-15	FY 15-16
Number of 1099R's Issued	769	795	811
Long-Term Debt Schedule			
Principal	\$6,870,000	\$6,665,000	\$6,830,000
Interest	\$2,794,839	\$2,525,139	\$2,141,023
Total Long-term Outstanding Debt	\$71,575,000	\$64,910,000	\$58,080,000
Bond Anticipation Notes Outstanding	\$5,300,000	\$4,700,000	\$4,500,000

**Program Summaries-
General Government**

General Government - (continued)

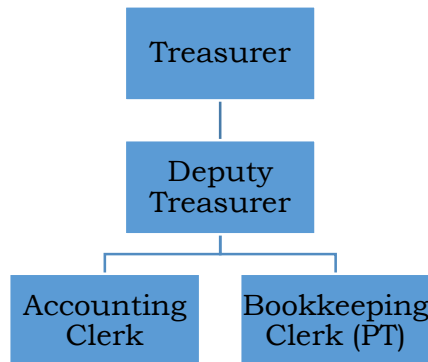
Expenditure and Position Summary

	2015 Actual	2016 Estimated	2017 Budget
Salary Expenditures	\$105,088	\$122,570	\$104,660
Full Time Positions	3	3	2
Part Time Positions	1	1	2

The Treasurer’s Office salary expenditures are allocated to the pension fund for direct salary expenses incurred by the Treasurer’s Office for the benefit of the pension funds. The pension funds will pay for a percentage of the accounting assistant and bookkeeping clerk’s salaries which properly aligns expenses with appropriate fund, in accordance with the Governmental Accounting Standards Board.

The average rate of return on investments continued to drop over the last year. The City’s portfolio earned an average of 35 basis points (BP) for fiscal year 2015, up 3 BP from the prior fiscal year. The City outperformed the three-month U.S. Treasury Bill which averaged 2 BP. The Federal funds interest rate continues to remain low and at June 30, 2013, 2014 and 2015 it was 7 BP, 9 BP and 25 BP, respectively. The Federal funds rate is the rate at which depository institutions lend Federal Reserve balances to other depository institutions, usually overnight rate and is considered to be a low risk to near risk-free rate to measure against. The Federal Funds interest rate is determined by the members of the Federal Open Market Committee and since June 17, 2016, the Committee has set the target rate slightly higher than last year, ranging from ¼ to ½ percent.

Organizational Chart



**Program Summaries-
General Government**

General Government - (continued)

Budget Highlights

0011019 **TREASURER**

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2014-2015	ORIGINAL BUDGET 2015-2016	REVISED BUDGET 2015-2016	BUDGET REQUEST 2016-2017	JOINT BOARD 2016-2017
SALARIES							
514000		REGULAR WAGES	\$98,656	\$117,270	\$108,340	\$85,300	\$85,300
515200		PART TIME	6,432	5,300	14,230	19,360	19,360
TOTAL SALARIES			\$105,088	\$122,570	\$122,570	\$104,660	\$104,660
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$800	\$800	\$800	\$800	\$5,800
543000		REPAIRS AND MAINTENANCE	0	150	85	0	\$0
553000		TELEPHONE	33	120	120	120	120
553100		POSTAGE	3,565	4,300	4,300	4,300	4,300
554000		TRAVEL REIMBURSEMENT	552	700	700	250	250
581120		CONFERENCES AND MEMBERSHIPS	60	240	305	305	305
581150		MISCELLANEOUS BOND EXPENSE	300	300	300	300	300
581400		BANK CHARGES	0	35,000	35,000	35,000	30,000
TOTAL CONTRACTUAL SERVICES			\$5,310	\$41,610	\$41,610	\$41,075	\$41,075
SUPPLIES AND MATERIALS							
569000		OFFICE SUPPLIES	\$870	\$560	\$560	\$550	\$550
TOTAL SUPPLIES AND MATERIALS			\$870	\$560	\$560	\$550	\$550
TOTAL TREASURER			\$111,268	\$164,740	\$164,740	\$146,285	\$146,285

MANAGEMENT INFORMATION SYSTEMS

Scott Smith, MIS Manager
Office: 860-584-6275
scottsmith@bristolct.gov

Service Narrative

The Information Systems department is part of the Comptroller's Office. It is supervised by a Management Information Systems (MIS) Manager who manages the day-to-day operations of the department. In addition, the City has a network manager, a systems analyst and four technical support personnel. The department is responsible for maintaining, monitoring and controlling the computer systems for City facilities as well as the network infrastructure for the City and the Bristol Public Schools. Also, it maintains a web site that is available 24 hours a day, seven days a week. The site may be viewed at www.bristolct.gov

Fiscal Year 2016 Major Service Level Accomplishments

- Replaced phone systems at City Hall and BOE Administration Building
- Expanded WiFi network into several City locations
- Furthered the City-wide GIS Development
- Assisted in planning the replacement of the City's radio communications system
- Completed upgrade to the MUNIS financial system
- Developed a Technology Planning Guide for the Board of Finance

Fiscal Year 2017 Major Service Level Goals

- Replace phones at all City and school locations
- Expand WiFi into public spaces
- Upgrade server operating systems

**Program Summaries-
General Government**

General Government - (continued)

- Upgrade Groupwise email system
- Replace computers and servers
- Replace Police Department servers
- Upgrade network infrastructure
- Implement Enterprise Content Management System

Long-Term Goals and Issues

- Assist in the replacement of the City’s radio communications system
- Expand wireless network throughout City to include outside Wifi network
- Continue to find cost saving measures through technology

Performance Measures

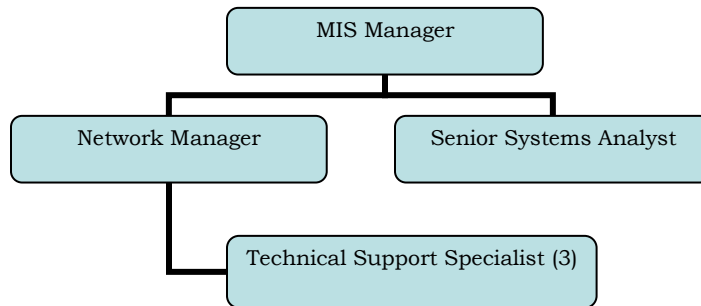
Quantitative: Breakdown of City’s Computers			
Facility	# of Computers	Board of Education	# of Computers
City Hall	105	Administration	432
Police Dept	120	Bristol Central H.S.	474
Fire Dept.	27	Bristol Eastern H.S.	401
Main Library	105	Middle Schools/ K-8	2,182
Manross Library	19	Elementary Schools	<u>593</u>
Other	<u>95</u>		
Totals:	471	Totals:	4,082
Grand Total: 4,553			

Total Computers:		
FY 2014: 3,995	FY 2015: 3,995	FY 2016: 4,553

Expenditure and Position Summary

	2015 Actual	2016 Estimated	2017 Budget
Salary Expenditures	\$533,168	\$486,145	\$483,395
Full time Positions	7	6	6

Organizational Chart



**Program Summaries-
General Government**

General Government - (continued)

Budget Highlights

0011020 INFORMATION SYSTEMS

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2014-2015	ORIGINAL BUDGET 2015-2016	REVISED BUDGET 2015-2016	BUDGET REQUEST 2016-2017	JOINT BOARD 2016-2017
SALARIES							
514000		REGULAR WAGES	\$526,607	\$481,240	\$481,240	\$478,490	\$478,490
515100		OVERTIME	0	250	250	250	250
517000		OTHER WAGES	6,561	4,655	4,655	4,655	4,655
TOTAL SALARIES			\$533,168	\$486,145	\$486,145	\$483,395	\$483,395
CONTRACTUAL SERVICES							
531140		TRAINING	\$2,000	\$2,000	\$6,360	\$4,000	\$2,500
543000		REPAIRS AND MAINTENANCE	237,718	286,465	296,707	317,820	317,820
543010		FIBER LINE	0	10,000	10,000	10,000	5,000
543110		MAJOR COMPUTER EQUIPMENT REPAIRS	0	2,000	2,000	2,000	2,000
553000		TELEPHONE	15,851	14,160	14,160	14,160	14,160
553100		POSTAGE	2	50	50	50	50
554000		TRAVEL REIMBURSEMENT	378	1,000	1,000	1,000	500
581120		CONFERENCES AND MEMBERSHIPS	395	2,000	2,000	3,565	2,500
TOTAL CONTRACTUAL SERVICES			\$256,344	\$317,675	\$332,277	\$352,595	\$344,530
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$7,911	\$10,000	\$14,754	\$10,000	\$10,000
569000		OFFICE SUPPLIES	85	250	250	250	250
TOTAL SUPPLIES AND MATERIALS			\$7,996	\$10,250	\$15,004	\$10,250	\$10,250
CAPITAL OUTLAY							
570900	15008	OTHER CAP OUTLAY	\$50,000	\$44,200	\$44,200	\$44,200	\$44,200
570900	16004	EMAIL ARCHIVING	0	18,000	18,000	0	0
570900	16005	FILTER UPGRADE	0	12,000	12,000	0	0
TOTAL CAPITAL OUTLAY			\$50,000	\$74,200	\$74,200	\$44,200	\$44,200
TOTAL INFORMATION SYSTEMS			\$847,508	\$888,270	\$907,626	\$890,440	\$882,375

PERSONNEL

Diane Ferguson, Personnel Director
Office: 860-584-6175
dianeferguson@bristolct.gov

Service Narrative

The department provides a number of services including recruiting, reviewing employment applications, interviewing and hiring, administering entry level, lateral and promotional testing for open positions and administration of employee and retiree benefits. The department creates and maintains job descriptions for the City workforce and recommends pay levels. Personnel records are maintained for City employees from the date of hire until no longer required by state statute. The department stays abreast of the increasingly complex changes in employment-related laws and regulations to provide guidance to City departments regarding personnel issues and problems, and to assist in personnel planning.

The department is responsible for negotiation, administration and interpretation of labor contracts with five unions, and represents the City in grievance, mediation, arbitration and unfair labor practice hearings before the State Board of Labor Relations and the State Board of Mediation and Arbitration. Additionally, the department

**Program Summaries-
General Government**

General Government - (continued)

represents the City's interests in employment-related claims against the City and administers disability claims.

The Risk Management Division of the Personnel Department is responsible for identifying, evaluating and managing potential hazards and exposures of risk to the City in an effort to reduce or minimize losses. The Division investigates auto accidents and administers worker's compensation and liability claims.

Fiscal Year 2016 Major Service Level Accomplishments

- Conducted 30 general recruitment processes, 4 police promotional and 1 police entry level processes, 1 fire promotional and 1 fire entry level processes;
- Completed contract negotiations with Police and Fire unions;
- Negotiated wellness activities into collective bargaining agreements and continued the wellness initiative through employee education, activities and events;
- Updated Personnel Policies and Procedures;
- Coordinated employee supervisor, sexual harassment and customer service training;
- Successfully transitioned the administration of employee and retiree insurance benefits from the Comptroller's Office to Personnel;
- Made preliminary design and plan for intranet page for employee access to health, wellness and workplace safety information and events;
- Expanded use of Appli-Track system to include public safety promotional exam processes.

Fiscal Year 2017 Major Service Level Goals

- To complete contract negotiations with BPSA, Fire, Locals #233 and #1338;
- To complete an entry level fire testing process;
- To assist in the implementation of Kronos automated payroll system;
- To encourage wellness activities through events and education to include roll out of health, wellness and workplace safety intranet page for employees;
- To continue to review positions/vacancies and make recommendations for efficiencies, restructuring, and consolidation as appropriate.

**Program Summaries-
General Government**

General Government - (continued)

Performance Measures

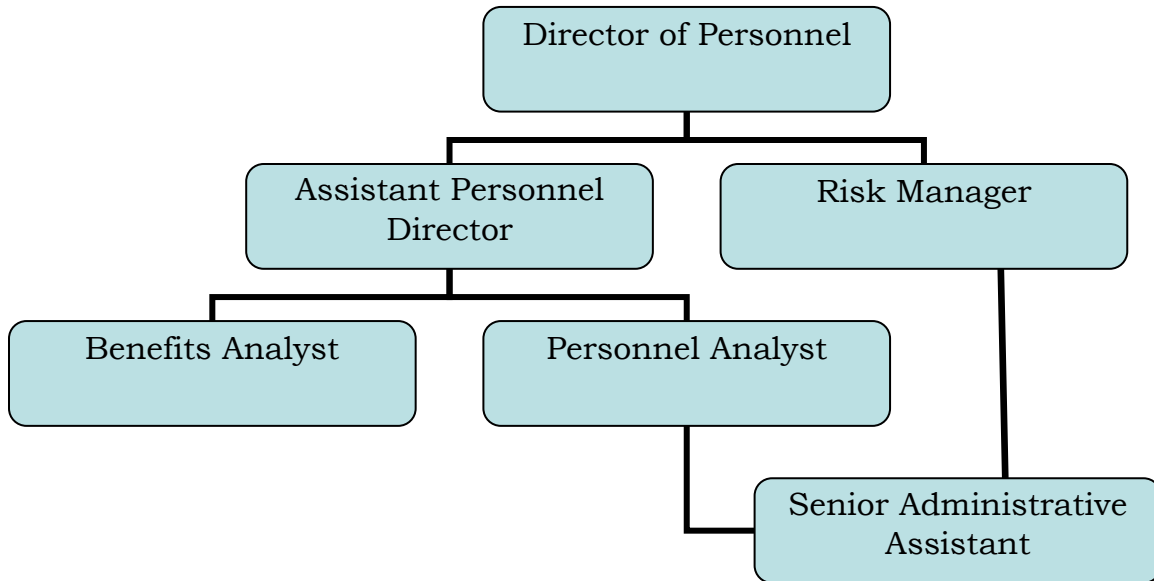
Quantitative:

Activity	Calendar 2013 Actual	Calendar 2014 Actual	Calendar 2015 Actual
Number of OSHA reportable Workers Compensation Claims	60	75	76
Lost Time Days	460	627	988
Grievances heard	17	18	14
Employees hired (excluding seasonal & temporary)	33	48	44

Expenditure and Position Summary

	2015 Actual	2016 Estimated	2017 Budget
Salary Expenditures	\$415,378	\$464,005	\$470,940
Full Time Positions	5	6	6

Organizational Chart



**Program Summaries-
General Government**

General Government - (continued)

Budget Highlights

0011021		PERSONNEL DEPARTMENT					
OBJECT	PROJECT	DESCRIPTION	PRIOR	ORIGINAL	REVISED	BUDGET	JOINT
			YEAR	BUDGET	BUDGET	REQUEST	BOARD
			2014-2015	2015-2016	2015-2016	2016-2017	2016-2017
SALARIES							
514000		REGULAR WAGES	\$401,912	\$421,290	\$461,790	\$468,675	\$468,675
515100		OVERTIME	1,031	1,000	1,000	1,000	1,000
515200		PART TIME	10,009	0	0	0	0
517000		OTHER WAGES	2,426	1,215	1,215	1,265	1,265
TOTAL SALARIES			\$415,378	\$423,505	\$464,005	\$470,940	\$470,940
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$67,378	\$75,000	\$103,000	\$75,000	\$75,000
531145		APPLITRAK	3,045	3,260	3,260	3,490	3,490
543000		REPAIRS AND MAINTENANCE	0	150	150	150	150
543100		MOTOR VEHICLE SERVICE AND REPAIR	0	200	200	200	200
553000		TELEPHONE	103	200	200	200	200
553100		POSTAGE	559	800	800	800	800
554000		TRAVEL REIMBURSEMENT	33	200	200	200	200
555000		PRINTING AND BINDING	352	600	600	600	600
557700		ADVERTISING	20,721	13,500	13,500	13,500	13,500
581120		CONFERENCES AND MEMBERSHIPS	990	1,000	1,000	1,000	1,000
581135		SCHOOLING AND EDUCATION	50	4,000	7,950	10,000	10,000
TOTAL CONTRACTUAL SERVICES			\$93,231	\$98,910	\$130,860	\$105,140	\$105,140
PROFESSIONAL SERVICES							
531300		PRE-EMPLOYMENT EXAMINATIONS	\$10,362	\$6,000	\$6,000	\$6,000	\$6,000
TOTAL PROFESSIONAL SERVICES			\$10,362	\$6,000	\$6,000	\$6,000	\$6,000
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$3,375	\$3,855	\$3,855	\$3,855	\$3,855
562600		MOTOR FUELS	71	300	300	200	200
569000		OFFICE SUPPLIES	972	1,000	1,000	1,000	1,000
570900	14015	GO-DOCS	8,037	0	0	0	0
589100		EMPLOYEE MISC	0	1,000	1,000	1,000	1,000
TOTAL SUPPLIES AND MATERIALS			\$12,455	\$6,155	\$6,155	\$6,055	\$6,055
CAPITAL OUTLAY							
570900	15016	OTHER CAP OUTLAY	\$6,300	\$0	\$0	\$0	\$0
TOTAL CAPITAL OUTLAY			\$6,300	\$0	\$0	\$0	\$0
TOTAL PERSONNEL DEPARTMENT			\$537,726	\$534,570	\$607,020	\$588,135	\$588,135

General Government - (continued)

CORPORATION COUNSEL

Edward C. Krawiecki, Jr., Corporation Counsel
Office: 860-584-6150
corpcounsel@bristolct.gov

Service Narrative

The Corporation Counsel's Office is the legal department for the City of Bristol. The legal office staff consists of one part-time Corporation Counsel, two full-time Assistant Corporation Counsels, one part-time Assistant Corporation Counsel, one full time Legal Assistant and one part time Legal Assistant. The Corporation Counsel's Office appears for and protects the rights of the City of Bristol in all civil actions, suits or proceedings affecting the City or any of its departments, officers, agencies, boards or commissions. The attorneys are the legal advisors to the Mayor, City Council, and all City officials, boards and commissions in all matters affecting the City, and upon request, furnishes these City officials with opinions on any questions of law involving their respective powers and duties. The Office also prepares and approves instruments, including contracts, real estate deeds and easements, to which the City is a party.

Fiscal Year 2016 Major Service Level Accomplishments

- Brownfields initiatives, including creation and support of Bristol Property Renewal Corporation as they relate to Middle Street, Riverside Avenue and East Main Street properties
- Termination of Preferred Developer Agreement with Renaissance Downtowns at Bristol LLC
- Provided assistance to the City Council Real Estate, Ordinance and Marketing Committees
- Sale of two lots in the Southeast Business Park and other economic development activities
- Revised and added to the Code of Ordinances and related research
- Monitored all tax foreclosures, mortgage foreclosures and other various collection matter.
- Initiated water and sewer foreclosures.
- Prepared documents for acquisition and disposition of City's real estate
- Assisted Code Enforcement Committee and related departments, and commenced code enforcement litigation
- Prepared and reviewed contracts, agreements and grant applications
- Memorial Boulevard Middle School – Formation of 501(c)3 and related matters
- Dissolution of the Bristol Downtown Development Corporation
- Negotiated Police Chief Contract
- Complete and assist in Probate Court move

Fiscal Year 2017 Major Service Level Goals

- Draft, negotiate and execute all documents necessary for the sale of Depot Square property, including sale to Bristol Hospital
- Negotiate Termination Agreement for Superior Court
- Monitoring Water Department issues
- Legal assistance to Mayor's Marketing Task Force
- Continuous auditing of outside legal fees

**Program Summaries-
General Government**

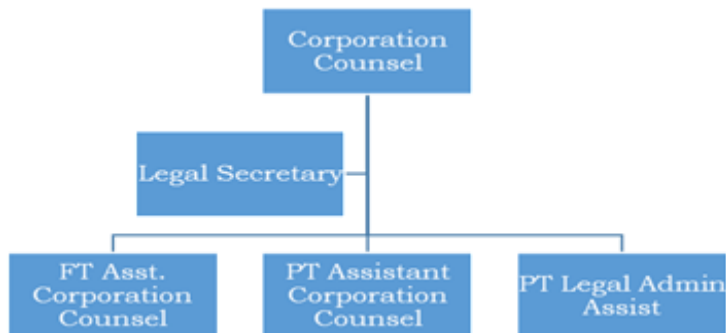
General Government - (continued)

- Assist neighborhood revitalization efforts
- Draft, negotiate and execute leases for various properties including Hostess Building, Riverside Avenue
- Provide continued legal assistance to all City officials, board and commissions
- Code enforcement activities and Committee monitoring - Blight/Relocation/Code Enforcement
- Brownfields initiatives including 894 Middle Street
- Continued responsibility for City's litigation matters
- Ongoing contract review for City projects
- Return of City acquired properties to the tax rolls
- Ordinance updates and initiatives
- Significant tax appeals
- Fire Department No. 4 renovation completion
- Tax foreclosure actions
- Provide representation in heart and hypertension files
- Ongoing collections on water and sewer foreclosure accounts
- Assist Parking Authority in operational activities
- Recovery of Code Enforcement expenditures
- Administration of Municipal Citation Program
- Assist with Relocation Program and revision of Relocation Policy
- Tax Collection actions for unpaid real property taxes
- Facilitate remediation efforts and conveyance of Sessions Building

Expenditure and Position Summary

	2016 Actual	2017 Estimated	2017 Budget
Salary Expenditures	\$377,618	\$399,850	\$396,595
Full Time Positions	3	3	3
Part Time Positions	3	4	3

Organizational Chart



**Program Summaries-
General Government**

General Government - (continued)

Budget Highlights

0011022 CORPORATION COUNSEL

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2014-2015	ORIGINAL BUDGET 2015-2016	REVISED BUDGET 2015-2016	BUDGET REQUEST 2016-2017	JOINT BOARD 2016-2017
SALARIES							
514000		REGULAR WAGES	\$292,208	\$300,695	\$300,695	\$298,980	\$298,980
515100		OVERTIME	4,055	2,780	6,140	3,035	\$3,035
515200		PART TIME	81,355	93,015	93,015	94,580	94,580
TOTAL SALARIES			\$377,618	\$396,490	\$399,850	\$396,595	\$396,595
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$158,170	\$200,000	\$200,000	\$195,000	\$195,000
531000	14021	PROFESSIONAL FEES AND SERVICES	27,488	0	36,722	0	0
543000		REPAIRS AND MAINTENANCE	0	100	100	100	100
553000		TELEPHONE	61	150	150	150	150
553100		POSTAGE	393	1,715	1,715	500	500
554000		TRAVEL REIMBURSEMENT	543	600	600	600	600
581120		CONFERENCES AND MEMBERSHIPS	665	665	665	665	665
581135		SCHOOLING AND EDUCATION	310	500	500	5,000	5,000
TOTAL CONTRACTUAL SERVICES			\$187,630	\$203,730	\$240,452	\$202,015	\$202,015
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$9,596	\$16,250	\$20,611	\$16,575	\$16,575
569000		OFFICE SUPPLIES	505	800	800	800	800
TOTAL SUPPLIES AND MATERIALS			\$10,101	\$17,050	\$21,411	\$17,375	\$17,375
TOTAL CORPORATION COUNSEL			\$575,349	\$617,270	\$661,713	\$615,985	\$615,985

TOWN AND CITY CLERK

Therese Pac, Town and City Clerk, MCTC, MMC
 Registrar of Vital Statistics
 Office: 860-584-6200
theresepac@bristolct.gov

Service Narrative

The Bristol Town Clerk is also the City Clerk and Registrar of Vital Statistics. A small number of municipalities in Connecticut have both a Town and City Clerk and of those towns, even fewer have the three positions consolidated under a single municipal office.

The Bristol Town and City Clerk's Office is responsible for numerous public records such as land records, vital statistics, election results, dog licenses, vendor/merchandising licenses which in other towns are issued by the police department, meeting notices and agendas, City Council and Joint Board records and minutes, litigation records concerning the City, Justice of the Peace lists, military discharge records, lists of current members of all commissions and boards and of all elected and appointed officials in Bristol, and bonding packages and contracts in the City. It is also the custodian of the Town, City and Registrar of Vital Statistics seals.

The Office processes and records all legal instruments relating to real estate within the City and certifies recorded documents. The Office collects conveyance taxes for the City and the State. As part of land transaction recording, there are other fees collected including LoCIP funds for the City, affordable housing/open farmland and historic preservation funds for the State. Conveyance revenue has experienced a slight increase related to a limited real estate recovery.

General Government - (continued)

Bristol has a hospital which generates considerable vital statistic related activity. The Registrar of Vital Statistics is responsible for preparing, issuing and creating the permanent record for all vital records in Bristol, which include burial and cremation permits, birth and death certificates, marriage licenses, and certified copies to the State and resident towns. In addition, the Office maintains burial information for numerous City-owned cemeteries.

The City Clerk's responsibility is to prepare and provide access to the agendas, correspondence, minutes and calendars for the City Council and Joint Board. The Office compiles the annual calendars for all boards and commissions and provides copies of the minutes and agendas of other boards for public viewing. The Town and City Clerk advises departments regarding records retention and FOI regulations pertaining to minutes, agendas and meetings.

There are other duties involving the Town Clerk's Office which include issuing merchandising, liquor, carnival and going out of business permits, dog licenses, trade name certificates, filing and certifying military service discharges, advertising discontinued and approved streets and sidewalk deferrals, processing and publishing the Ordinances of the City of Bristol and amendments to the Charter, recording all Bristol notary appointments, and providing notary services for City Hall and the public. As a service, the Office assists handicapped residents with free State of Connecticut fishing licenses.

The Town Clerk is the agent for service of the City and processes all lawsuits, claims, notices of intent, ethics complaints, housing code appeals, and citation hearings. In addition, the public frequently utilizes the Office as an information center to answer questions relating to various functions in government and the private sector. These inquiries are made by mail, telephone, e-mail, and in-person.

The Office has several election related duties. These duties include the issuance and receipt of absentee ballots, advertising the elections, creating the election ballot, maintaining the registration and campaign finance records of municipal candidates, crafting the questions and explanatory text on the ballot, administering the oath of office to appointed and elected officials, and compiling and auditing election results and retaining them as permanent record. In addition, the Office is responsible for the appointment of unaffiliated Justices of the Peace, responding to questions concerning Justices of the Peace, and the processing and recording of all Justice of the Peace appointments, including vacancies.

Fiscal Year 2016 Major Service Level Accomplishments

- Completed and wrote a State grant for backfile conversion of land record documents to electronic format and linked to indexes from 1958 through 1966 consisting of approximately 93,957 records. This project is the continuation of a multi-year, long term goal of backfile scanning of the OIB land record indexes from 1905 to 1974.
- Successfully marketed and managed the sale of 25 annual subscriptions for land record indexes. The subscriptions generated \$6,250 in annual revenue for the City.
- Continued to gather data to create a records disaster plan for the City of Bristol.
- E-recorded approximately 1,280 documents in the past year.
- Managed the installation, instituted the procedures, and provided training for the new electronic birth registry system created by the State of Connecticut Department of Public Health.
- Created a new OIB land record index for records from 1899 to 1905.
- Facilitated the Charter Revision process to place local questions on the November, 2016 ballot.

**Program Summaries-
General Government**

General Government - (continued)

- Administered and managed the absentee ballot process for the April, 2016 Presidential Preference primary.
- Successfully managed Town Clerk services from the Bristol library and Board of Education when the Town Clerk’s office was unexpectedly closed for two weeks due to HVAC issues in City Hall.

Fiscal Year 2017 Major Service Level Goals

- Complete and write a State grant for backfile conversion of land record documents to electronic format and linked to indexes from 1952 through 1958. This project will continue a multi-year, long term goal of backfile scanning of the OIB land record indexes from 1905 to 1974.
- To administer, issue, and process approximately 2,500 absentee ballots for the August, 2016 primary and November, 2016 Presidential election.
- To plan and manage the appointments, administer the oaths, create the certificates, and perform required notifications for more than 220 Justices of the Peace.

Long-Terms Goals and Issues

- Institute, plan, and manage a records management program to handle disaster recovery, and current and future needs for the storage, retention, and management of all municipal records in the City.

Performance Measures

The Office serves an average of 100 customers per day. This number does not include mail-in requests, telephone inquiries, e-mail requests, and internal requests. The Office consistently receives numerous compliments from the public regarding customer service and service efficiency.

Number of Transactions

Category	2014	2015	2016
Dog Licenses	2,905	2,627	2,474
Sporting Licenses	12 handicapped	12 handicapped	12 handicapped
Burial & Cremation Permits	881	842	859
Vital Statistics Copies (estimated)	8,549	8,100	8,000
Marriage Licenses	209	244	220
Trade Name Certificates	121	130	136
Documents Notarized (estimated)	960	900	770
Liquor Permits	82	85	82
Notary Certificates	194	159	170
Land Record Documents	11,211	10,902	10,862

**Program Summaries-
General Government**

General Government - (continued)

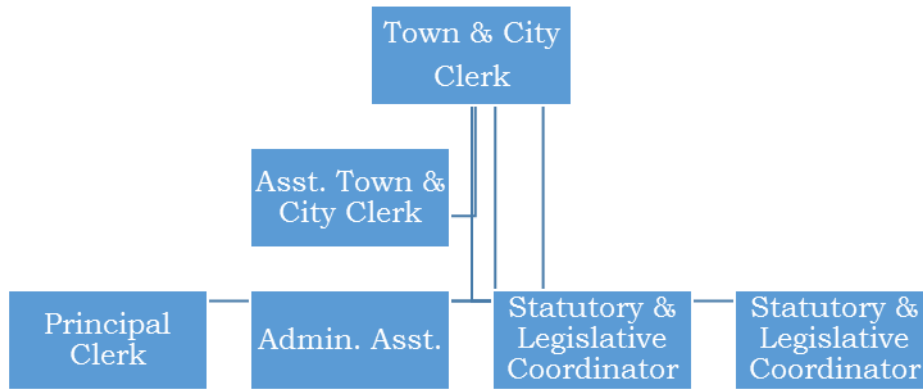
Value of Transactions

Category	2014	2015	2016
Merchandising Licenses	\$4,650	\$2,835	\$3,727
Burial Permits	2,643	2,526	2,577
Recording Fees	288,673	273,600	289,151
Real Estate Conveyance Transfers	918,082	662,951	825,506
Dog Licenses	7,600	7,600	6,400
Marriage Licenses	2,090	2,440	2,200
Historic Preservation	7,768	7,134	7,235
Copies	49,201	47,867	48,072
Vital Statistics	138,284	131,941	131,805
Miscellaneous Fees (Notary, Liquor)	14,814	15,781	16,600
Total	\$1,433,805	\$1,154,675	\$1,333,273

Expenditure and Position Summary

	2015 Actual	2016 Estimated	2017 Budget
Salary Expenditures	\$296,984	\$337,300	\$339,355
Full time Positions	6	6	6

Organizational Chart



**Program Summaries-
General Government**

General Government - (continued)

Budget Highlights

0011023 CITY CLERK

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2014-2015	ORIGINAL BUDGET 2015-2016	REVISED BUDGET 2015-2016	BUDGET REQUEST 2016-2017	JOINT BOARD 2016-2017
SALARIES							
514000		REGULAR WAGES	\$294,302	\$335,100	\$335,100	\$337,055	\$337,055
515100		OVERTIME	1,681	2,200	2,200	2,300	2,300
517000		OTHER WAGES	1,001	0	0	0	0
TOTAL SALARIES			\$296,984	\$337,300	\$337,300	\$339,355	\$339,355
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$50,386	\$57,700	\$57,700	\$57,600	\$57,600
543000		REPAIRS AND MAINTENANCE	363	400	400	400	400
553000		TELEPHONE	37	50	50	50	50
553100		POSTAGE	4,422	7,100	7,100	7,000	7,000
554000		TRAVEL REIMBURSEMENT	168	250	250	250	250
555000		PRINTING AND BINDING	4,853	5,900	5,900	5,800	5,800
557700		ADVERTISING	3,521	4,600	4,600	4,600	4,600
581120		CONFERENCES AND MEMBERSHIPS	580	820	820	830	830
581135		SCHOOLING AND EDUCATION	500	625	625	625	625
TOTAL CONTRACTUAL SERVICES			\$64,830	\$77,445	\$77,445	\$77,155	\$77,155
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$225	\$250	\$250	\$250	\$250
569000		OFFICE SUPPLIES	1,626	2,000	2,000	2,000	2,000
TOTAL SUPPLIES AND MATERIALS			\$1,851	\$2,250	\$2,250	\$2,250	\$2,250
TOTAL CITY CLERK			\$363,665	\$416,995	\$416,995	\$418,760	\$418,760

BOARD OF FINANCE

Cheryl Thibeault, Chairman
Comptroller's Office: (860) 584-6127

Service Narrative

The Board of Finance consists of nine members including the Mayor. Members are nominated by the Mayor, and appointed by the City Council to a term of four years. Members do not receive compensation and must be an elector and taxpayer in the City of Bristol.

The Board of Finance is responsible for selecting the City's independent auditors, reviewing budgets from the Board of Education and City Departments, soliciting public comment on these budgets, and recommending a combined budget to the joint meeting of the City Council and Board of Finance, as well as reviewing appropriation transfers and additional appropriations.

The Board of Finance meets with the City Council on the second Tuesday of every month to form the Joint Board and meet independently on the fourth Tuesday each month.

Fiscal Year 2016 Major Service Level Accomplishments

- Board of Finance adopted estimated 2016-2017 budget on April 26, 2016
- Board of Finance and City Council formally adopted 2016-2017 budget in a Joint Board Meeting held June 1, 2016
- Held each monthly meeting with a quorum

**Program Summaries-
General Government**

General Government - (continued)

Fiscal Year 2017 Major Service Level Goals

- Adopt the estimated budget for 2017-2018 by April 25, 2017
- Hold all monthly meetings with a quorum
- Review all budgetary requests for the most favorable results for the taxpayers of Bristol

Budget Highlights

The \$1,250 Overtime line item is for costs associated with recording minutes of monthly meetings. The Professional Fees and Services line item pays for the annual City audit.

0011024 BOARD OF FINANCE

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2014-2015	ORIGINAL BUDGET 2015-2016	REVISED BUDGET 2015-2016	BUDGET REQUEST 2016-2017	JOINT BOARD 2016-2017
SALARIES							
515100	OVERTIME		\$1,396	\$1,250	\$1,250	\$1,250	\$1,250
TOTAL SALARIES			\$1,396	\$1,250	\$1,250	\$1,250	\$1,250
CONTRACTUAL SERVICES							
531000	PROFESSIONAL FEES AND SERVICES		\$70,000	\$70,000	\$70,000	\$65,000	\$65,000
589100	MISCELLANEOUS		0	100	100	100	100
TOTAL CONTRACTUAL SERVICES			\$70,000	\$70,100	\$70,100	\$65,100	\$65,100
TOTAL BOARD OF FINANCE			\$71,396	\$71,350	\$71,350	\$66,350	\$66,350

**City of City of Bristol, Connecticut
Board of Finance**



**Cheryl Thibeault,
Chairperson**



**John Smith,
Vice-Chairman**



**Mayor Cockayne,
Commissioner**



**Ron Burns,
Commissioner**



**Orlando Calfe,
Commissioner**



**Jake Carrier,
Commissioner**

**Program Summaries-
General Government**

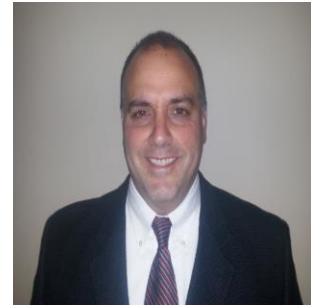
General Government - (continued)



**Derek Czenczelewski,
Commissioner**



**Mike Fiorini,
Commissioner**



**Mike LaMothe,
Commissioner**

Board of Finance Members:

Ken Cockayne, Mayor
Cheryl Thibeault, Chairman
John Smith, Vice Chairman
Ron Burns
Orlando Calfe
Jake Carrier
Derek Czenczelewski
Mike Fiorini
Mike LaMothe

Expiration of Term

11/2017(Elected)
06/2017
06/2019
06/2020
06/2017
06/2019
06/2020
06/2018
06/2018

**Program Summaries-
General Government**

General Government - (continued)

HOUSING CODE BOARD OF APPEALS

The Housing Code Board of Appeals consists of eight resident electors who are nominated by the Mayor and appointed by the City Council. Members serve staggered three-year terms. Any person aggrieved by an order or notice issued by the Director of Health for violations of Chapter 12 of the Code of Ordinances may appeal to the board within fourteen days after receipt of the order or notice. Appeals are filed with the Town and City Clerk. The board then sets a hearing between seven and fourteen days after the filing of the appeal and notifies the applicant and the Director of Health of the hearing date. At the hearing, the applicant is given an opportunity to be heard and to show cause why the director’s notice or order should be modified, extended, withdrawn, or a variance granted.

Budget Highlights

0011026 HOUSING CODE BOARD OF APPEALS

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2014-2015	ORIGINAL BUDGET 2015-2016	REVISED BUDGET 2015-2016	BUDGET REQUEST 2016-2017	JOINT BOARD 2016-2017
SALARIES							
515100		OVERTIME	\$184	\$300	\$300	\$450	\$450
		TOTAL SALARIES	\$184	\$300	\$300	\$450	\$450
CONTRACTUAL SERVICES							
553100		POSTAGE	\$34	\$25	\$25	\$25	\$25
		TOTAL CONTRACTUAL SERVICES	\$34	\$25	\$25	\$25	\$25
SUPPLIES AND MATERIALS							
569000		OFFICE SUPPLIES	\$0	\$50	\$50	\$0	\$0
		TOTAL CONTRACTUAL SERVICES	\$0	\$50	\$50	\$0	\$0
		TOTAL HOUSING CODE BOARD OF APPEALS	\$218	\$375	\$375	\$475	\$475

DEPARTMENT OF AGING

Patricia Tomascak, Executive Director
Office: 860-584-7895
240 Stafford Ave.
patriciatomascak@bristolct.gov

The Department of Aging Services provides Bristol’s senior citizens aged 55 and older (14.9% of the population) with a wide variety of programs and services aimed at promoting health, recreation, socialization, independence and aging with dignity. Seniors can take advantage of the many services offered at the Beals Senior-Community Center, which includes a daily lunch program, dental and foot care services and social service assistance. Additionally, the center offers many recreational activities, including a billiards parlor, woodworking shop, ceramics, art, fitness classes, weekly dances, and several classes including computers courses. Other activities available at the senior center include: a coffee shop, a library, a boutique and a fitness room. There are many opportunities for seniors to volunteer throughout the year. While most activities occur at the Beals Senior Community Center, the Department is responsible to assist the elderly through the office of the Municipal Agent for the Elderly.

General Government - (continued)

The Department's main focus is providing services to seniors. The director of the Department also has a responsibility to the tenants housed in the complex, which include the Bristol Burlington Health District and the Region 19 Probate Court.

Services and Activities

- Blood Pressure Clinic
- Woodworking Room
- Lunch Program
- Boutique
- Wii Golf League
- Ping Pong
- Tuesday Social Dances
- Brush and Palette Club
- Exercise Classes
- Art Room
- Setback
- Quilting
- Smovey
- Ping Pong
- Bocce
- Foot Care Clinic
- Hearing testing
- Exercise Room
- Library
- Pickle Ball
- Wednesday Movies
- Bridge
- Card Room
- Canasta
- Gymnasium
- Ceramics Room
- Chair Caning
- Reiki
- Adult cooking
- Horseshoes
- Dental Clinic
- Computer Room
- Billiards Room
- Coffee Shop
- Photography Club
- Rec Room
- Friends of the BSC
- Mah-Jong
- Wii Bowling
- Thursday Bingo
- Painting Classes
- Tap Dance
- Reflexology
- Cribbage
- Balance Testing

Fiscal Year 2016 Major Service Level Accomplishments

The Senior Center was successful in filling 40 of 42 community gardens in 2016. This is the most in the five years since its opening. In 2015, volunteers constructed six new raised beds to add to the garden area. In May of 2016 as part of the Day of Caring, our volunteers along with students from the Preparatory Academy of Bristol constructed seven more new raised beds. Many of the applicants with the larger gardens say they do it out of necessity, whereas the seniors who maintain the smaller handicapped beds, do it for a hobby and like providing produce for their neighbors. No matter what the reason, it's nice to see people coming together in the community.

The Farmers Market Program began in July 2011, distributing to 102 eligible seniors. In 2012, we distributed to 307 eligible seniors, and in 2013, we distributed to 251 seniors. In 2014, we distributed 319 Farmers Market coupon books. In 2015, 325 books were distributed, and we are optimistic that the numbers will continue to grow in 2016.

In February 2012, the Senior Center started providing trips and tours again with the help of a volunteer. Six day trips were slated for 2012, along with an extended trip to South Dakota. In 2013, a total of eight trips were offered, along with a Northern National Parks Trip. The 2014 trip schedule increased considerably. With the assistance of a volunteer trip coordinator, the Bristol Senior Center offered a total of 14 trips ranging from day trips, to overnight trips, and even a Transatlantic Cruise. The seniors are thrilled that this activity has been re-established. A total of 17 were offered in 2015 which included a Caribbean Cruise and a Music City Tours trip. Again, 17 trips were offered for the 2016 which highlighted a trip to Ireland and Niagara Falls. Over 600 seniors signed up for trips this year.

The Senior Center has over 6,000 members. The membership and participation has increased steadily over the last three years as indicated in the performance measures. An Informational Health Fair was offered in the Fall at which 48 vendors provided our seniors with valuable information. The fair included speakers and various

General Government - (continued)

health screenings, too. Monthly entertainment has continued for the seniors which is very well received. The Fall Craft Fair which was a huge success in 2014 is now an annual event. An Art Show was held for the first time this past year which was a huge success. Also, a spring health fair was offered which was filled to capacity. The first time May Olympics was a big hit with the members as well. Instructional classes continue to be popular, with new classes being added. Over 25 special events were offered, and weekly lectures are continuously offered. The new fitness room continues to grow in popularity, and now has 123 members. The recreation room is active with Wii bowling, Wii golf, video fitness, ping pong and darts.

The Senior Center worked with the Board of Education to offer intergenerational programming as well this past year. Members of the Bristol Central High School Interact Club volunteer at most of our special events serving the seniors and providing assistance as necessary. We worked with the students from the Bristol Preparatory Academy this year to offer classes in technical support. Seniors were taught by the students on a one on one basis to learn how to use their personal devices, whether it was a new cell phone, PC, Mac Book, Kindle or I-pad. Seniors and students worked together in six week sessions to learn about their devices. The Senior Center and the Bristol Pre-school worked together to launch a Reading Buddies program. Seniors were matched up with the pre-school children and read books to them twice a month. We look forward to officially offer this program in the fall of 2016.

The Senior Center now houses a video service delivery system which connects residents with the Social Security Department. The video conferencing equipment allows Social Security employees to speak face to face with Bristol residents. The service is available on Wednesdays from 9:00 a.m. to 12:00 noon to Bristol residents.

Fiscal Year 2017 Major Service Level Goals

- Reach out to residents aged 55 and older and encourage membership.
- Create a grandparents raising grandchildren support system.
- Continue to offer intergenerational programs of interest.

Long-Term Goals and Issues

- To address the growing number of baby boomers who are now reaching the eligible age to become members of the Senior Center. The senior population is varied in interests and in availability for participation in programs and special events. We need to strive to accommodate all of the City's senior citizens, and begin to reach out to seniors by offering a variety of programming both during the day, and in the evening as well.
- Encourage the discussion on transportation issues and needs for the quickly growing senior population.

**Program Summaries-
General Government**

General Government - (continued)

Performance Measures

Seminars and classes offered to seniors provide current information in today's ever changing environment on financial issues, long-term care, medical insurance, housing options, nursing homes, energy conservation, fire safety, compulsive behaviors, and end of life issues with social security and funeral homes.

The Senior Center now has full time certified Choices Counselors available daily to assist seniors with their applications and forms for Medicare, Medicare Part D, Medicare Savings Program, and Food Stamps.

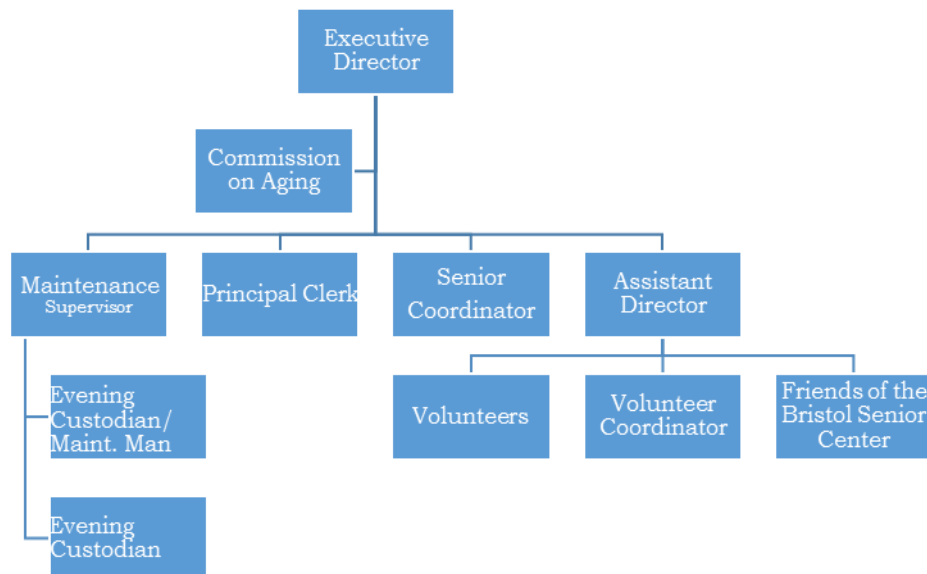
PROGRAMS	2014 Attendees	2015 Attendees	2016 Attendees
Classes	1,086	1,218	1,323
Activities	26,206	29,242	32,711
Health Services	2,270	2,509	2,119
Social Services	25,968	26,033	28,876
Special Events/Seminars	1,664	2,932	4,375

NEW MEMBERS	2014	2015	2016
	340	352	407

Expenditure and Position Summary

	2015 Actual	2016 Estimated	2017 Budget
Salary Expenditures	\$348,278	\$383,455	\$383,630
Full time Positions	7	7	7

Organizational Chart



**Program Summaries-
General Government**

General Government - (continued)

Budget Highlights

0011027 DEPARTMENT OF AGING

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2014-2015	ORIGINAL BUDGET 2015-2016	REVISED BUDGET 2015-2016	BUDGET REQUEST 2016-2017	JOINT BOARD 2016-2017
SALARIES							
514000		REGULAR WAGES	\$315,208	\$350,145	\$350,145	\$350,560	\$350,560
515100		OVERTIME	14,145	16,140	16,140	16,055	16,055
517000		OTHER WAGES	18,925	17,170	17,170	17,015	17,015
TOTAL SALARIES			\$348,278	\$383,455	\$383,455	\$383,630	\$383,630
CONTRACTUAL SERVICES							
541000		PUBLIC UTILITIES	\$112,055	\$132,000	\$132,000	\$120,000	\$120,000
541100		WATER AND SEWER CHARGES	3,222	4,655	4,655	4,655	4,655
543000		REPAIRS AND MAINTENANCE	4,910	7,000	7,000	7,000	7,000
553000		TELEPHONE	822	850	850	900	900
553100		POSTAGE	965	980	980	1,100	1,100
554000		TRAVEL REIMBURSEMENT	1,278	1,400	1,400	1,400	1,400
581120		CONFERENCES AND MEMBERSHIPS	559	500	500	500	500
585028		BCO- DIAL-A-RIDE PROGRAM	65,660	70,160	70,160	70,160	70,160
585028	16G03	BCO/ADM	57,275	0	57,275	0	0
TOTAL CONTRACTUAL SERVICES			\$246,746	\$217,545	\$274,820	\$205,715	\$205,715
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES	\$8,715	\$10,000	\$10,000	\$10,000	\$10,000
561800		PROGRAM SUPPLIES	3,437	5,000	5,000	6,000	6,000
562200		NATURAL GAS	34,243	47,000	47,000	43,000	43,000
562300		GENERATOR FUELS	1,494	1,500	1,500	1,500	1,500
569000		OFFICE SUPPLIES	750	750	750	800	800
TOTAL SUPPLIES AND MATERIALS			\$48,639	\$64,250	\$64,250	\$61,300	\$61,300
CAPITAL OUTLAY							
579999		EQUIPMENT	\$0	\$0	\$0	\$27,200	0
TOTAL CAPITAL OUTLAY			\$0	\$0	\$0	\$27,200	\$0
TOTAL DEPARTMENT OF AGING			\$643,663	\$665,250	\$722,525	\$677,845	\$650,645

Commission Members

Expiration of Term

Helen Lobaczewski, Chairman	03/2018
Teresa Barton, Vice Chairman	03/2019
John Hartman, Commissioner	03/2018
Patricia Malone, Commissioner	03/2017
Lois Grey, Commissioner	03/2017
Natalie Barrett, Commissioner	03/2019
Dino Bossi, Commissioner	03/2017
David Preleski, City Council Liaison	11/2017

**Program Summaries-
General Government**

General Government - (continued)

BRISTOL DOWNTOWN DEVELOPMENT CORPORATION

Service Narrative

The Bristol Downtown Development Corporation (BDDC) was established effective January 18, 2007 and dissolved on December 30, 2015.

Budget Highlights

0011028 DOWNTOWN CORPORATION

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2014-2015	ORIGINAL BUDGET 2015-2016	REVISED BUDGET 2015-2016	BUDGET REQUEST 2016-2017	JOINT BOARD 2016-2017
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$30,000	\$30,000	\$30,000	\$0	\$0
TOTAL CONTRACTUAL SERVICES			\$30,000	\$30,000	\$30,000	\$0	\$0
TOTAL DOWNTOWN CORPORATION			\$30,000	\$30,000	\$30,000	\$0	\$0

NAUGATUCK VALLEY COUNCIL OF GOVERNMENTS

Service Narrative

The Naugatuck Valley Council of Governments (NVCOG) is a forum for chief elected officials to discuss issues of common concern and to develop programs to address them on a regional level. Fundamentally, NVCOG is a planning organization, concerned with transportation, land use, environmental and emergency planning for the Naugatuck Valley Region. NVCOG sets regional priorities for a variety of federal and state funding programs, oversees regional programs for member municipalities, and provides technical assistance to municipalities, state and federal agencies, local organizations, and the general public. The City of Bristol joined NVCOG because the Central Connecticut Regional Planning Agency disbanded.

Budget Highlights

0011030 NAUGATUCK VALLEY COUNCIL OF GOVERNMENTS

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2014-2015	ORIGINAL BUDGET 2015-2016	REVISED BUDGET 2015-2016	BUDGET REQUEST 2016-2017	JOINT BOARD 2016-2017
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$3,871	\$25,955	\$25,955	\$26,490	\$26,490
TOTAL CONTRACTUAL SERVICES			\$3,871	\$25,955	\$25,955	\$26,490	\$26,490
TOTAL NVCOG			\$3,871	\$25,955	\$25,955	\$26,490	\$26,490

General Government - (continued)

YOUTH SERVICES

Eileen McNulty, Director
Office: 860-314-4690
51 High Street
eileenmcnulty@bristolct.gov

Service Narrative

Bristol Youth Services is a community-based social service bureau and a member of the Connecticut Youth Service Association which is charged with advocating for youth and centrally coordinating the comprehensive delivery of services and advocacy for youth and their families. The Department provides services to strengthen the healthy functioning of families and provides opportunities for all youth to function as responsible members of the community.

The Bureau strives to enhance the networking and support between family, school, peer and community environments. Programs assist youth in the development of their desires, skills, talents, and goals, and view children as valued and contributing members of the community. Center-based activities and outreach activities to schools and neighborhoods cultivate young people's sense of responsibility, self-worth and encourage community service.

Youth Services holds a commitment to meet the needs of youth and their families, thereby diverting the youth from involvement with the justice system or becoming victims of violence or abuse. Emphasis is placed on offering services to aid in ameliorating conditions leading to teenage pregnancy, suicide, violence, substance abuse, cultural intolerance, anti-social or self-destructive behavior, and the neglect or abuse of children.

Two primary service areas, characterize the Youth Service Bureau:

Direct Services

- Information and Referral
- Juvenile Diversion Programming
- Individual and Family Counseling
- Outreach Support Services
- Adventure-based and Experiential Education
- Advocacy and Service Coordination
- Crisis Support and Case Management
- Youth Employment Training
- Positive Youth Development Groups
- Recreational/Cultural Enrichment Activities and Events

Administrative Services

- Community Needs Assessment
- Resource and Program Development
- Results-based Accountability Management Strategies
- Community Education and Involvement
- Advocacy

The Bristol Youth Commission annually reviews program proposals and determines programs to be funded through PROJECT AWARE that complement the mission and goals of Bristol Youth Services. Each year, programs are designed to fill the gaps in services or enhance existing services to promote the healthy functioning of youth and families. *Positive Youth Development* programs are designed to build skills and competencies of young people, nurture the pursuit of their goals and aspirations, and strengthen family, peer, school and community connections. Group programs develop skills such as budgeting or assertive communication and have an experiential component such as apartment hunting or wilderness survival. Participants learn about poignant teen issues, such as anti-bullying and human development, and sponsor a community service project. The names of a few of these programs include: Peer Education, Skills to Pay the Bills, Lunch Buddies, Girls With A Purpose, Man Up, and

General Government - (continued)

The Climbing Team. *Behavioral and Emotional Wellness* services respond to young people who are experiencing emotional distress related to complicated life stressors including significant losses or an addiction illness of a loved-one. Programs educate and support participants to aid in their development of resiliency skills and make positive social and emotional improvements. These programs include: Young Men's Issues Group, Young Women's Issues Groups, and Bananas Split Too! All of the program leaders strive for cultural competency and to afford accessibility.

Other programs are co-sponsored and funded through private and public grants and donations to enhancement services and/or fill the gaps in needed services.

Child Welfare services assist and empower families to meet basic needs and maintain a supportive family environment. Programs aim to reduce barriers to accessing services, such as: financial hardship; lack of access to behavioral health care; and lack of transportation. These services include: application assistance and case management and coordination of New Beginnings Back-to-School supplies in collaboration with faith-based organizations, Holiday Gift Giving made possible through community and corporate donations, and Parent And Community Efforts (PACE) to assist families with complicated issues access support.

Fiscal Year 2016 Major Service Level Accomplishments

- Implemented programs and services which diverted youth from the juvenile justice system; supported wellness and mental health; met child welfare needs; educated teens on preventing pregnancy; provided parent education; facilitated positive youth development programs, and; performed outreach to the community serving 229 unduplicated youth.
- Assisted residents with sustaining a basic lifestyle by providing support, soliciting donations, and bridging resources to housing, food and clothing and healthcare.
- Generated additional revenue through grants to sponsor positive youth development programs.
- Coordinated Holiday Giving and Back-to-School assistance with 20 organizations, groups and private donors reaching 122 children during the holidays and 73 children received Back-to-School supplies.
- Electronically recorded data to generate quantitative reports.

Fiscal Year 2017 Major Service Level Goals

- To access and implement a data collection program to guide the Results-based Accountability (RBA) framework in administration and case management of programs and strategies used to ensure success.
- To manage/implement the Administrative Core Unit (ACU) strategies and activities of: enhanced operations; research; resource development; community involvement, and; youth advocacy in keeping with State and local regulations.
- To offer or effectuate direct service programs to: divert youth from the juvenile justice system; support wellness and mental health; meet child welfare needs; prevent teen pregnancy; provide parent education; facilitate positive youth development programs, and; outreach to the community.
- To coordinate and collaborate with community leaders, providers and citizens to research, document, strategize, advocate and development resources to prevent youth substance abuse and increase cultural responsiveness.
- To maintain a high quality of program service delivery through advancing staff development and implementing best practice standards.

**Program Summaries-
General Government**

General Government - (continued)

Long Terms Goals and Issues

- To develop strategies, programs and activities so that all children and youth become resilient, empowered, productive and engaged citizens.
- To continue to implement programs to: divert youth from the juvenile justice system; support wellness and mental health; meet child welfare needs; prevent teen pregnancy; provide parent education; facilitate positive youth develop programs, and; outreach to the community.
- To enhance the administrative and technical support services to meet the demands for reporting requirements.
- To remediate the conditions that cause or lead to homelessness.

Performance Measures

Quantitative:

Program or Service	2014		2015		2016	
	Number Served	Direct Svc Hrs.	Number Served	Direct Svc Hrs.	Number Served	Direct Svc Hrs. Est.
Juvenile Justice Services	42	350	40	650	50	741
Emotional Wellness and Mental Health Services:						
➤ Individual Youth and Family Counseling and Case Management	111	1,397	45	1,125	28	675
➤ Group Work Programs	77	186	51	146	49	105
Teen Pregnancy Prevention	42	34	38	14	38	12
Employment Training	32	355	12	196	7	196
Positive Youth Development Programs (some duplicated)	468		113	240	39	124
Collaborative Cultural & Recreational Programs	255	102	225	124	174	125
Community Involvement in Program Events	79	40	968	9	803	20
Family Welfare, Advocacy, Case Management, Service Coordination	69	360	46	234	29	116
Scholarships for Programs, Goods and Services	48	NA	70	NA	124	NA
Awards for Outstanding Accomplishments – Individuals and Groups	16	NA	20	NA	18	NA

**Program Summaries-
General Government**

General Government - (continued)

Performance Measures

Qualitative:

A total of 201 surveys were submitted by participants in Youth Services' social group work and positive youth development programs eliciting anonymous feedback to evaluate performance and satisfaction. Participants ranked responses using a scale from 5-strongly agree to 1-strongly disagree, and 0 indicating does not apply. Below is a summary of the results by the percentages of participants who responded that they *strongly agree* or *agree* with the following statements based their experience; *strongly agree* was marked 4 times more frequently than *agree* with the top 3 ranked responses. Ninety-two (92) participants in small social skill development groups responded:

- 100% I trust the staff I know in the program.
- 97.8% I felt safe in the program.
- 97.8% The program was a great experience.
- 95.7% The staff explained what I needed to do while in the program.
- 95.7% The staff told me everything I needed to know about how the program works.
- 95.7% I can use what I have learned in the program.
- 94.6% The staff understood my needs and interests.
- 94.6% I gained new skills and knowledge while in the program.

The least percentage score of a combine ranking of *strongly agree* and *agree* to 15 questions regarding the participants' experience was 82.6%

One hundred nine (109) surveys were submitted by participants in multi-day adventure-based programs. Their responses indicated:

- 100% The program was a great experience.
- 99.0% The staff explained what I needed to do while in the program.
- 94.5% I trusted the staff I know in the program.
- 91.7% The staff understood my needs and interests.
- 90.0% I felt safe in the program.
- 90.0% I can use what I have learned in the program.
- 89.9% The program was better than expected.
- 89.9% I got the help I needed (including transportation) to be in the program.

Other data is being collected and analyzed through work products and a State-wide databank to assess program outcomes with regards to academic growth, school attendance and behavior.

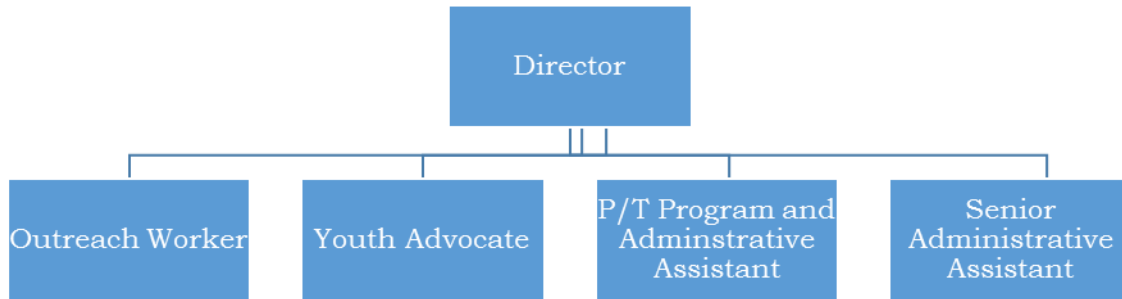
Expenditure and Position Summary

	2015 Actual	2016 Estimated	2017 Budget
Salary Expenditures	\$261,183	\$271,665	\$273,510
Full time Positions	4.5	4.5	4.5

**Program Summaries-
General Government**

General Government - (continued)

Organizational Chart



Youth Commission

Youth Services is overseen by an eleven member Commission made up of youth, consumers/parents, school, police, youth agency representatives, and a City Council liaison, whose roles are to continuously study the conditions and needs of youth and make recommendations to City leaders to serve those needs.

Commission Members

Catherine D. Cassin, Chairperson, School Rep.
Kimberly Carmelich, Secretary, Private Youth Provider
Joan Trafford, Consumer/Citizen
Tanya Ledesma, Consumer/Citizen
Barbara Callahan, Consumer/Citizen
Vacant, Consumer/Citizen
Jeff Beauchamp, Police
Joseph Grabowski, Youth under 21 years
Joy Harris, Youth under 21 years
Vacant, Youth under 21 years
Calvin Brown, City Council Liaison

Term Expiration

June 2018
June 2018
June 2018
June 2016
June 2019

June 2018
March 2018
March 2018

November 2017

**Program Summaries-
General Government**

General Government - (continued)

Budget Highlights

0011031 YOUTH SERVICES

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR	ORIGINAL	REVISED	BUDGET	JOINT
			ACTUAL 2014-2015	BUDGET 2015-2016	BUDGET 2015-2016	REQUEST 2016-2017	BOARD 2016-2017
SALARIES							
514000		REGULAR WAGES	\$234,181	\$244,155	\$244,155	\$246,160	\$246,160
515100		OVERTIME	1,950	1,640	1,640	1,640	1,640
515200		PART TIME WAGES	22,369	23,220	23,220	23,060	23,060
517000		OTHER WAGES	2,683	2,650	2,650	2,650	2,650
TOTAL SALARIES			\$261,183	\$271,665	\$271,665	\$273,510	\$273,510
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$59,993	\$60,000	\$60,000	\$60,000	\$60,000
531115		JUVENILE REVIEW BOARD COORDINATION	6,968	6,970	6,970	6,970	6,970
531120		PROJECT AWARE	40,023	40,500	40,825	41,000	41,000
531125		JUVENILE DIVERSION	14,877	0	29,700	0	0
531135		ENHANCEMENT SERVICES	7,118	0	0	0	0
541000		PUBLIC UTILITIES	7,997	8,640	8,640	8,640	8,640
541100		WATER AND SEWER CHARGES	299	300	300	320	320
543000		REPAIRS AND MAINTENANCE	850	700	700	700	700
543100		MOTOR VEHICLE SERVICE	1,108	1,075	1,075	1,075	1,075
553000		TELEPHONE	230	1,620	1,620	1,620	1,620
553100		POSTAGE	248	355	355	355	355
554000		TRAVEL REIMBURSEMENT	415	795	795	745	745
555000		PRINTING AND BINDING	243	310	310	350	350
581120		CONFERENCES AND MEMBERSHIPS	475	475	475	525	525
581135		SCHOOLING AND EDUCATION	462	600	600	760	760
TOTAL CONTRACTUAL SERVICES			\$141,306	\$122,340	\$152,365	\$123,060	\$123,060
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES AND MATERIALS	\$188	\$250	\$250	\$250	\$250
561800		PROGRAM SUPPLIES	743	750	750	750	750
562100		HEATING OILS	9,633	10,110	10,110	6,425	6,425
562600		MOTOR FUELS	1,126	1,150	1,150	1,000	1,000
569000		OFFICE SUPPLIES	1,199	1,225	1,225	1,225	1,225
TOTAL SUPPLIES AND MATERIALS			\$12,889	\$13,485	\$13,485	\$9,650	\$9,650
TOTAL YOUTH SERVICES			\$415,378	\$407,490	\$437,515	\$406,220	\$406,220

INTERDISTRICT COOPERATIVE PROGRAM

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Service Narrative

Adventures in Peacemaking & Diversity is a year-long program that aims to shape the culture of the suburban, West Bristol School and urban New Britain School, Northend School. Programming engages diverse elementary students in third through fifth grade in expeditionary learning and cultural exploration to develop Grade Level Concepts and Grade Level Expectations in science and social studies, integrating language arts and mathematics. Students have opportunities during school days, school vacations and summer to enhance academic achievement and form relationships with peers who differ economically, racially, ethnically, and culturally.

Two hundred eighty-seven students in participating 3rd, 4th, and 5th grade classrooms from the districts learn a common language that emphasizes appreciation of differences and character aspects that are attributable to “*peaceable people*.” These concepts are reinforced through Positive Behavioral Intervention Support contracts defined by the students in each classrooms with a commitment to Play safely, Act kindly, Work hard, Show respect (P.A.W.S.) for Self, Others and School (S.O.S.). Students are matched with a pen pal from their sister-school and exchanges letters, practicing writing skills through inquiry about their new friend. Parallel classroom sessions in multi-cultural awareness, social studies and science craft a common base of understanding and enrich curriculum-based learning. During two or three face-to-face field-learning days, students work courteously in teams to conduct experiments, employing the scientific method and utilizing critical thinking and problem solving skills. Expedition-style learning energizes students and motivates engagement in high-level concepts. Students integrate information from various perspectives, and make connections to stimulate project-based service learning in their school community. For example, science lessons on Animal Habitats culminate with field learning, identifying animal habitats and communicating the importance of ecosystems and impact of manmade waste. Science and technology field learning shows how societies reduce, reuse and recycle objects. After reading informational texts, observing, inquiring and researching, students design and construct a waste reduction project involving the entire school community. Using mathematical and language arts skills, students draw, measure, chart, graph and summarize results. Students share their findings with partners, and compare and contrast results.

Learning is enhanced for up to eighty students who voluntarily register in theme-based Vacation Workshops. Activities, experiments, projects and fun characters connect science, language arts, social studies, and the arts to the theme. Diverse peers work cooperatively while building critical interdisciplinary academic skills. Workshops engage students’ varying learning styles and provide a forum to showcase what they learned. Family members delight in the culminating events, such as a science fair or inventors’ convention, produced by the enthusiastic learners who return to their classrooms poised to perform.

Field learning and workshops use local sites such as, Pine Lake, Sessions Woods and the Tunxis Trail. Collaborating artists with expertise in ethnic and local history, experiential educators and social workers, work in concert with classroom teachers to connect academics to culture and community. Support services are

**Program Summaries-
General Government**

General Government - (continued)

integral to the project, providing students with counseling and support groups to holistically connect with students and increase their availability to learn.

Fiscal Year 2016 Major Service Level Accomplishments

- Two hundred eighty-seven students benefited from enhanced hands-on/experiential science and/or social studies lessons linked to curriculum.
- Students know and understand the positive behavioral contracts in their respective schools and have learned cultural vocabulary and concepts.
- Students made use of a rich variety of local community resources that allowed opportunities for deep and meaningful learning in content areas, as well as learning about valuing diversity and ethnic history.
- Diverse peers worked cooperatively while building interdisciplinary academic skills and cultural awareness.
- During school vacation in August, April and June, 142 students participated in 3 to 5 full-day workshops enhancing their learning and social skills through experiential and outdoor programming at Pine Lake Challenge Course.

Fiscal Year 2017 Major Service Goals

- Reduce racial, ethnic and economic isolation and increase collaborations.
- Increase Academic Performance in science, language arts, and social studies integrating unified arts.
- Promote multi-cultural awareness and diversity understanding and build meaningful relationships and leadership skills.

Long-Term Goals and Issues

- To successfully complete a grant application for the next funding cycle and received an award that would restore funding levels to service 3rd, 4th and 5th grade students in the participating schools.
- To access other funds as deemed necessary for the delivery of a quality program.
- To increase collaborations to include a socio-economically diverse suburban rural school district.
- To increase parent involvement in the program design and professional development.
- To prepare students during their formative year to be successful in a multi-culture society and workplace.

Performance Measures

Quantitative:

Population Served		Number of Students		Direct Service Contact Hours/Avg. Per Student	
Grade from	Grade to	2015	2016	2015	2016
3rd	5th	240	287	42	36

Funding for the program was significantly reduced, participating school partnership changed and the program was staffed with part time employees this year. Still, each classroom of students received the benefit of field learning linked to the social studies and science curriculum and the opportunity to voluntarily register for Vacation Workshops ranging from 18 to 30 hours each. Indirect and collateral service time spent to plan, coordinate, advertise, manage, design and write lessons, collect and analyze

**Program Summaries-
General Government**

General Government - (continued)

data, write reports, train staff, consult with teachers and contact with families is over 200 hours.

Skills Acquired by Students:

- Math Science Language Arts/Reading
- Social Studies Technology Art/Music/Drama Social Skills

Educators’ assessments were administered and data was collected using a variety of Common Formative Assessments throughout the year. Measures were designed to assess students’ ability to inquire, sort, classify, orally describe and summarize in writing key concepts aligned with grade level expectations in connection with science and social studies core curriculum. Measures for social growth includes pre and post data collected through Student Attitudinal Survey and Participant Questionnaire as well as teachers’ observations of student behaviors using a diversity rubric. Facilitators of the Vacation Workshops also complete a rubric daily and students in both the workshops and the support groups complete a post questionnaire. Parent feedback is solicited after field learning experiences and culminating workshop events.

Assessment Used	Pre	Post
Survey of Staff (<i>logs & rubrics</i>)	0%	91%
Survey of Students:	100%	100%
Standardized Tests:	NA	100%
Teacher Made Tests:	0%	50%
Teacher Observations:	91%	91%
Other: RIT/MAP testing, DRA	100%	100%

Qualitative:

Summary Results of Assessments and Overall Key Themes:

Teachers and administrators pointed to the strengths of this project being the science and social studies curriculum and the powerful interpersonal connections, particularly with the Underground Railroad program. While faced with diminished funding challenges, and the challenge of having to find a new partner district early in the funding cycle, the project continued to be grounded in a strong focus on academic and social learning. Diversity themes provided a framework for the project and included ethnicity, culture, traditions, observances and appreciation of differences and aspects of character. Whether on the field based experiences or the Vacation Workshops, lessons were designed to connect students to science and social studies content standards that included a focus on the following concepts: habitats, recycling, weather, the water table, the senses, forces in motion, colonization, people and places and passports to travel.

Many teachers provided numerous comments related to student social/emotional/ behavioral progress observed during interactive visits. Observations recorded by classroom teachers on a project rubric and log provided evidence of increasing student participation, teamwork, communication, multicultural understanding, and positive meaningful relationships. Teachers complimented the curriculum connections and logged comments: “Students loved it.” “Opportunities for interaction, group decision making and cooperative learning.” “Students worked together and talked about strategies.” “Students experienced hands on activities, shared ideas and genuinely enjoyed each other on this wonderful trip!”

Also, data was collected from 3rd, 4th, and 5th grade students in Bristol and New Britain in an end-of-year Student Questionnaire that was designed to gauge student reflections about their own behaviors, thoughts, feelings, and key learnings in a variety

**Program Summaries-
General Government**

General Government - (continued)

of areas. The data appear to indicate that the students in both schools are making the intended connections, learning intended program outcomes, and enjoying the program components.

A full report is on file summarizing a variety of academic and social measures are used to determine if the project is providing its intended services.

Expenditure and Position Summary

	2015 Actual	2016 Estimated	2017 Budget
Salary Expenditures	\$31,407	\$480	Budget When Grant Notification Received
Full Time Positions	1	1	.70

Budget Highlights

0011033 INTERDISTRICT COOP PROGRAM

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2014-2015	ORIGINAL BUDGET 2015-2016	REVISED BUDGET 2015-2016	BUDGET REQUEST 2016-2017	JOINT BOARD 2016-2017
SALARIES							
514000		REGULAR WAGES	\$28,680	\$0	\$480	\$0	\$0
515100		OVERTIME	740	0	0	0	0
515200		PART-TIME WAGES	1,987	0	0	0	0
TOTAL SALARIES			\$31,407	\$0	\$480	\$0	\$0
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES	\$0	\$0	\$44,185	\$0	\$0
559000		OTHER PURCHASED SERVICES	25,240	0	22,519	0	0
581800		FIELD TRIPS	1,168	0	7,600	0	0
TOTAL CONTRACTUAL SERVICES			\$26,408	\$0	\$74,304	\$0	\$0
SUPPLIES							
561800		PROGRAM SUPPLIES	\$144	\$0	\$1,240	\$0	\$0
TOTAL SUPPLIES			\$144	\$0	\$1,240	\$0	\$0
TOTAL INTERDISTRICT COOP PROGRAM			\$57,959	\$0	\$76,024	\$0	\$0

COMMUNITY PROMOTIONS

Service Narrative

The Community Promotions funding provides program grants to non-profit organizations within the City. The Mum Festival and Forestville Memorial Day Parades are supported with Community Promotions funding. Other events throughout the City of Bristol sponsored by this budget include, Opening Night and 4th of July Fireworks at the Bristol Blues baseball games and promotional events throughout the City.

**Program Summaries-
General Government**

General Government - (continued)

Budget Highlights

0011034 COMMUNITY PROMOTIONS

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2014-2015	ORIGINAL BUDGET 2015-2016	REVISED BUDGET 2015-2016	BUDGET REQUEST 2016-2017	JOINT BOARD 2016-2017
CONTRACTUAL SERVICES							
583100		CITY PROMOTIONAL ACTIVITIES	\$1,985	\$5,000	\$8,015	\$5,000	\$5,000
583100	15017	CITY PROMOTIONAL ACTIVITIES	5,000	0	0	0	0
583100	16044	CITY PROMOTIONAL ACTIVITIES	0	0	600	0	0
583130		MUZZY	22,049	0	0	0	0
TOTAL CONTRACTUAL SERVICES			\$29,034	\$5,000	\$8,615	\$5,000	\$5,000
OTHER/MISCELLANEOUS							
581770		MAYOR'S COMMUNITY PROMOTIONS	\$14,875	\$25,000	\$35,125	\$25,000	\$25,000
TOTAL OTHER/MISCELLANEOUS			\$14,875	\$25,000	\$35,125	\$25,000	\$25,000
TOTAL COMMUNITY PROMOTIONS			\$43,909	\$30,000	\$43,740	\$30,000	\$30,000

COMMITTEES, BOARDS AND COMMISSIONS

Service Narrative

The Committees, Boards and Commissions overtime line item covers the recording secretaries for miscellaneous committees, boards and commissions within the City for but not limited to the following:

- Board of Ethics
- Charter Revision Commission
- Commission for Persons with Disabilities
- F.O.I Commission
- Ordinance Committee
- Mayor's Energy Task Force
- Memorial Boulevard Building Committee
- Real Estate Committee
- Transportation Commission

Budget Highlights

0011041 BOARDS AND COMMISSIONS

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2014-2015	ORIGINAL BUDGET 2015-2016	REVISED BUDGET 2015-2016	BUDGET REQUEST 2016-2017	JOINT BOARD 2016-2017
SALARIES							
515100		OVERTIME	\$3,968	\$7,060	\$7,060	\$7,050	\$7,050
TOTAL SALARIES			\$3,968	\$7,060	\$7,060	\$7,050	\$7,050
CONTRACTUAL SERVICES							
561800		POSTAGE	\$14	\$50	\$50	\$50	\$50
557700		ADVERTISING	208	500	500	500	500
TOTAL CONTRACTUAL SERVICES			\$222	\$550	\$550	\$550	\$550
TOTAL BOARDS AND COMMISSIONS			\$4,190	\$7,610	\$7,610	\$7,600	\$7,600

