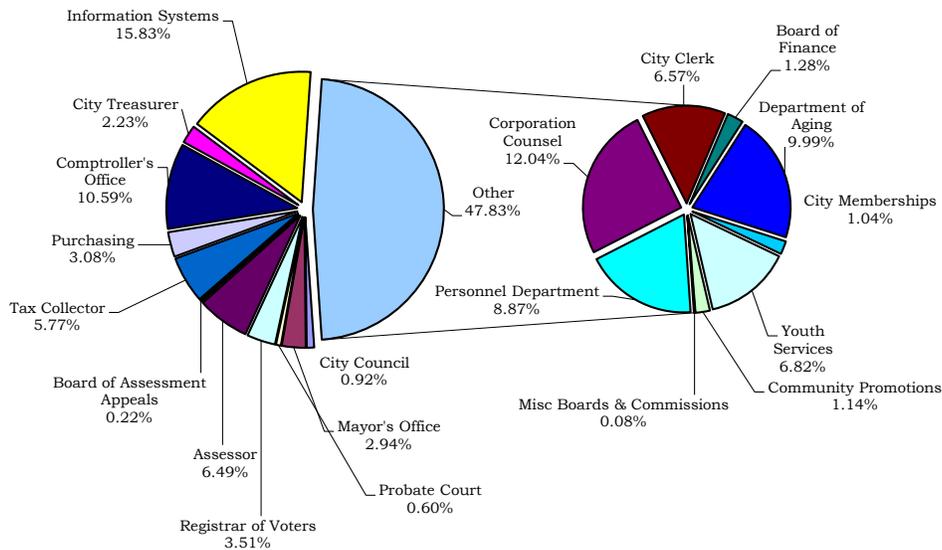


**Program Summaries-  
General Government**

**CITY OF BRISTOL, CONNECTICUT  
2018-2019 BUDGET  
GENERAL FUND EXPENDITURE SUMMARY FOR GENERAL GOVERNMENT**

ORCODE	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
0011010	CITY COUNCIL	\$53,144	\$58,920	\$58,920	\$60,455	\$60,455
0011011	MAYOR	232,276	237,640	237,640	231,565	194,335
0011012	PROBATE COURT	38,074	38,950	45,766	39,950	39,950
0011013	REGISTRARS OF VOTERS	242,117	221,945	225,528	231,665	231,665
0011014	ASSESSORS	396,157	398,745	445,813	433,560	428,560
0011015	BOARD OF ASSESSMENT APPEALS	5,228	16,625	16,853	19,625	14,625
0011016	TAX COLLECTOR	347,681	374,260	386,400	381,190	381,190
0011017	PURCHASING	194,623	198,420	204,997	203,190	203,190
0011018	COMPTRROLLER	635,159	666,970	699,125	701,970	699,355
0011019	TREASURER	115,247	142,775	144,513	147,095	147,095
0011020	INFORMATION SYSTEMS	839,212	888,230	927,374	1,023,510	1,045,845
0011021	PERSONNEL DEPARTMENT	636,771	606,185	620,580	626,370	585,870
0011022	CORPORATION COUNSEL	652,604	697,315	755,730	880,500	795,500
0011023	CITY CLERK	405,163	424,785	439,077	434,285	434,285
0011024	BOARD OF FINANCE	64,979	66,970	66,970	98,590	84,460
0011026	HOUSING CODE BOARD OF APPEALS	220	455	455	440	440
0011027	DEPARTMENT OF AGING	609,152	646,530	704,647	664,710	659,710
0011030	CITY MEMBERSHIPS	25,824	25,830	25,830	26,485	68,715
0011031	YOUTH SERVICES	439,364	414,020	451,510	450,390	450,390
0011033	INTERDISTRICT COOP PROGRAM	68,826	0	60,931	0	0
0011034	COMMUNITY PROMOTIONS	37,822	80,000	86,044	80,000	75,000
0011041	BOARDS AND COMMISSIONS	4,061	7,050	7,050	7,050	5,550
<b>TOTAL GENERAL GOVERNMENT</b>		<b>\$6,043,705</b>	<b>\$6,212,620</b>	<b>\$6,611,753</b>	<b>\$6,742,595</b>	<b>\$6,606,185</b>

**General Government**



## 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 2018 Major Service Level Accomplishments

- Assured fiscal stability by adopting, with the Board of Finance, a balanced budget by May 21, 2018

### Fiscal Year 2019 Major Service Level Goals

- Assure fiscal stability by adopting, with the Board of Finance, a balanced budget by May 20, 2019

### Expenditure Summary

	<b>2017 Actual</b>	<b>2018 Estimated</b>	<b>2019 Budget</b>
Salary Expenditures	\$53,144	\$58,920	\$60,455

### Budget Highlights

0011010 CITY COUNCIL

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
<b>SALARIES</b>							
515200		PART TIME WAGES	\$53,144	\$58,920	\$58,920	\$60,455	\$60,455
<b>TOTAL SALARIES</b>			<b>\$53,144</b>	<b>\$58,920</b>	<b>\$58,920</b>	<b>\$60,455</b>	<b>\$60,455</b>
<b>TOTAL CITY COUNCIL</b>			<b>\$53,144</b>	<b>\$58,920</b>	<b>\$58,920</b>	<b>\$60,455</b>	<b>\$60,455</b>

City Council Members	District	Party Affiliation
Gregory Hahn	District 1	Democrat
Joshua Medeiros	District 1	Democrat
Peter Kelley	District 2	Democrat
Dave Preleski	District 2	Democrat
Mary Fortier	District 3	Democrat
Dave Mills	District 3	Republican

**General Government - (continued)**

**City Council Members**



**MAYOR**

Ellen Zoppo-Sassu, Mayor  
(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 Retirement Board and the Board of Finance and is chairwoman of the Joint Meeting of the Board of Finance and the City Council. In addition, the Mayor chairs the Bristol Development Authority, Fire, Park, Police and Public Works Commissions. Elections for this office are held every two years.

**General Government - (continued)**

**Fiscal Year 2018 Major Service Level Accomplishments**

In conjunction with the City Council:

- Worked to close on the Bristol Hospital purchase of roughly 5 acres of the Centre Square property (former Centre Mall site) to build an approximately 60,000 square foot ambulatory care center that will bring hundreds of Bristol Hospital employees and patients downtown.
- Continued to address major brownfield sites and promote Bristol as a place to do business and expand by consolidating and strengthening the city's Economic Development programs under the BDA umbrella, as well as added a Small Business Grant program.
- Created the Opioid Task Force to address the public health crisis affecting the community.
- Created the Youth Cabinet to encourage civic engagement by young people who are interested in government.
- Instituted a Strategic Planning initiative with the 10-Year Capital Improvement Committee to plan for long-term projects in the face of waning state and federal resources.
- Successfully worked with the City Treasurer and municipal unions to recognize the City's three pension funds as one invested fund, saving millions in City contributions over the next 2 decades.
- Created a permanent commission dedicated to promoting Arts, Culture & Tourism.
- Worked to secure funding for the Memorial Boulevard Arts Magnet School and restoration of the historic theater.

**Fiscal Year 2019 Major Service Levels Goals**

- Continue to develop Centre Square. This includes working to finish the construction of necessary infrastructure, and selling remaining building lots to private developers.
- Continue to market and sell the remaining acreage of the Southeast Bristol Business Park to bring in new businesses that add to the tax base and provide job opportunities as well as market available manufacturing properties in other sectors of the City including the 229 Technology Park and on upper Chippens Hill.
- Continue to pursue the development of local brownfields. This includes supporting the cleanup and actively pursuing private developers for the J.H. Sessions Building and 894 Middle Street, as well as assisting private owners such as at the former Chic Miller site, an eyesore for decades.
- Continue to promote Bristol to those who live and work with a dynamic array of programs and events utilizing the parks and museums as well as venues like the re-energized Farmers Markets on Federal Hill and in downtown.
- Implement the identified shared services models with the Board of Education for Building Maintenance, Insurance and Information Technology as well as opportunities for regional cooperation such as with Plainville for Building Inspection Services.
- Work and support the efforts of the BOE to provide a quality education for all students as well as ensure efficient processes and procedures for the construction of the Memorial Boulevard Intradistrict Arts Magnet school project.

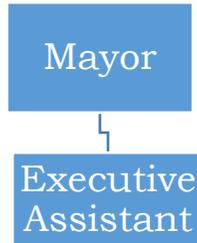
**Program Summaries-  
General Government**

**General Government - (continued)**

**Expenditure and Position Summary:**

	<b>2017 Actual</b>	<b>2018 Estimated</b>	<b>2019 Budget</b>
Salary Expenditures	\$163,416	\$177,340	\$171,465
Full Time Positions	2.5	2.5	2

**Organizational Chart**



**Budget Highlights**

0011011 MAYOR

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
<b>SALARIES</b>							
514000		REGULAR WAGES	\$140,714	\$150,340	\$150,340	\$163,465	\$163,465
515100		OVERTIME	0	200	200	200	200
515200		PART TIME	\$17,367	19,000	19,000	0	0
51700		OTHER WAGES	\$5,335	7,800	7,800	7,800	7,800
<b>TOTAL SALARIES</b>			<b>\$163,416</b>	<b>\$177,340</b>	<b>\$177,340</b>	<b>\$171,465</b>	<b>\$171,465</b>
<b>CONTRACTUAL SERVICES</b>							
531000		PROFESSIONAL FEES AND SERVICES	\$16,600	\$7,000	\$7,000	\$9,000	\$9,000
553000		TELEPHONE	928	1,300	1,300	100	100
553100		POSTAGE	189	250	250	250	250
554000		TRAVEL REIMBURSEMENT	396	250	250	250	250
555000		PRINTING AND BINDING	1,793	2,100	2,100	2,100	2,100
581120		CONFERENCES AND MEMBERSHIPS	46,607	46,600	46,600	45,600	3,370
583100		CITY PROMOTIONAL ACTIVITIES	0	0	0	0	5,000
589100		MISCELLANEOUS	1,788	1,500	1,500	1,500	1,500
<b>TOTAL CONTRACTUAL SERVICES</b>			<b>\$68,301</b>	<b>\$59,000</b>	<b>\$59,000</b>	<b>\$58,800</b>	<b>\$21,570</b>
<b>SUPPLIES AND MATERIALS</b>							
561800		PROGRAM SUPPLIES	\$374	\$600	\$600	\$600	\$600
569000		OFFICE SUPPLIES	186	700	700	700	700
<b>TOTAL SUPPLIES AND MATERIALS</b>			<b>\$559</b>	<b>\$1,300</b>	<b>\$1,300</b>	<b>\$1,300</b>	<b>\$1,300</b>
<b>TOTAL MAYOR</b>			<b>\$232,276</b>	<b>\$237,640</b>	<b>\$237,640</b>	<b>\$231,565</b>	<b>\$194,335</b>

## **PROBATE COURT**

Judge Andre D. Dorval  
860-584-6230

### **Service Narrative**

The Probate Court is an independent office from the Town of Plainville. The Region 19 Probate District was established in January of 2011 and provides the residents of Bristol, Plymouth and Plainville with a variety of services. Connecticut General Statute §45a-8 governs the requirements of each town that comprises a probate district. The Probate Court has jurisdiction over the following matters: decedent's estates, trusts, conservators, guardians of persons with intellectual disability, guardians of the person of minor children, termination of parental rights, adoptions including adult adoptions, paternity, emancipation of minors, mental health commitments, drug and alcohol commitments, and name changes. For residents wanting to learn more about the Region 19 Probate District, additional information including new probate forms, publications and general information is available online. The Probate Court website is directly accessible through [www.ctprobate.gov](http://www.ctprobate.gov) or, you may visit the Probate Court website located on the State of Connecticut Judicial Branch website at <http://jud.ct.gov>. In January of 2019, Region 19 Probate Court will sadly say farewell to our Plainville citizens as the Town of Plainville will join another court, the Farmington-Burlington Probate Court located at One Monteith Drive, Farmington, CT 06032. The judge and staff at Region 19 Probate Court will help facilitate the transition working with the judge and staff at the Farmington-Burlington Probate Court to assure a smooth transition for our Plainville citizens.

### **Fiscal Year 2018 Service Accomplishments**

- Continued to provide to all residents of Bristol, Plymouth and Plainville with great customer service to our probate clients. The weighted workload for 2018 was 6,944 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 present location in December of 2015 at the Beals 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.

### **Fiscal 2019 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 scanning process of current and closed probate records for public viewing. Records management systems are ever improving to provide access to probate records via computer.

**Program Summaries-  
General Government**

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**General Government - (continued)**

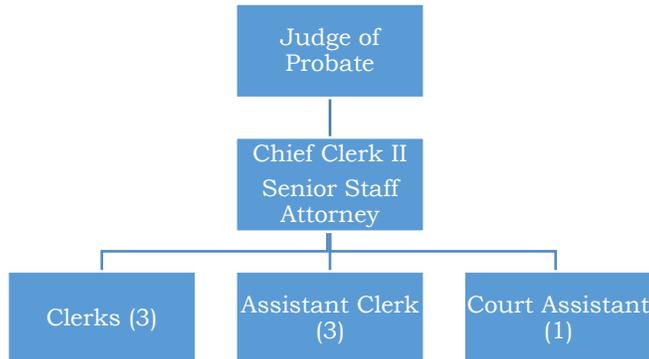
**Performance Measures**

<b>Type of Matter</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Intestate	59	61	60	72	60
Testate	201	180	198	174	200
Small Estate Affidavit Applications	216	447	208	208	210
Trust Acct. Requiring Hearings	82	17	36	50	78
Termination of Parental Rights	39	27	14	26	14
Emancipation of Minors	4	3	0	1	1
Appointment of Guardians of Estates	14	23	14	16	14
Other Guardianship Applications	258	151	100	174	120
Change of Name	62	93	88	72	90

**Expenditure and Position Summary**

	<b>2017 Actual</b>	<b>2018 Estimated</b>	<b>2019 Budget</b>
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	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
<b>CONTRACTUAL SERVICES</b>							
531000		PROFESSIONAL FEES	\$16,643	\$13,000	\$18,530	\$14,000	\$14,000
543000		REPAIRS AND MAINTENANCE	1,713	2,550	\$2,550	2,550	2,550
553000		TELEPHONE	36	500	\$500	500	500
553100		POSTAGE	13,455	16,400	\$17,344	16,400	16,400
555000		PRINTING AND BINDING	1,569	1,500	\$1,500	1,500	1,500
<b>TOTAL CONTRACTUAL SERVICES</b>			<b>\$33,416</b>	<b>\$33,950</b>	<b>\$40,424</b>	<b>\$34,950</b>	<b>\$34,950</b>
<b>SUPPLIES AND MATERIALS</b>							
569000		OFFICE SUPPLIES	\$4,658	\$5,000	\$5,342	\$5,000	\$5,000
<b>TOTAL SUPPLIES AND MATERIALS</b>			<b>\$4,658</b>	<b>\$5,000</b>	<b>\$5,342</b>	<b>\$5,000</b>	<b>\$5,000</b>
<b>TOTAL PROBATE COURT</b>			<b>\$38,074</b>	<b>\$38,950</b>	<b>\$45,766</b>	<b>\$39,950</b>	<b>\$39,950</b>

**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 the 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 2018 Major Service Level Accomplishments**

- Election Day Registration program was utilized, garnering 598 new registrations during the Presidential Election and 106 during the 2017 Municipal Election.
- Conducted mock elections at Bristol Eastern and Bristol Central High Schools.
- Participated in the test run of the Secretary of the State’s new program for election night reporting.

**Program Summaries-  
General Government**

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**General Government - (continued)**

- Completed a canvass of 1,546 voters to determine current voting residence.
- Processed 8,485 voter registration additions, removals, and address, name or party affiliation changes.
- Replaced outdated backup batteries needed for voting tabulators at polling locations.

**Fiscal Year 2019 Major Service Level Goals**

- Continue to replace worn and broken election equipment required at polling locations.
- Coordinate with the High Schools to hold a “Municipal Election” and have winners shadow department heads and elected officials.
- Purchase new network phones for dedicated lines of communication at school polling locations.
- Work with Board of Education to ensure safe security protocols, efficient layouts of polling locations and appropriate installation of network phone lines.
- Cross train a unique group of poll workers to be efficient in both electronic and paper check-in at polling locations.

**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**

		<b>Municipal Election 2017</b>	
<b>Polling Location</b>		<b>Eligible Voters</b>	<b>Number Voted</b>
77-01 Edgewood School		4,086	1,532
77-02 Northeast School		4,118	1,717
77-03 Mountain View School		3,905	1,369
77-04 Bristol Eastern High School		2,184	812
78-01 Chippens Hill Middle School		3,601	1,624
78-02 West Bristol School		3,710	1,170
79-01 South Side School		4,233	1,383
79-02 B.P.O. Elks Lodge #1010		3,761	1,026
79-03 Greene-Hills School		4,646	1,421
Absentee Voters	584		
Election Day Registration – City Hall	106		
<b>TOTALS</b>	<b>690</b>	<b>34,244</b>	<b>12,054</b>

**Program Summaries-  
General Government**

**General Government - (continued)**

<b>Historical Voter Turnout</b>			
<b>ELECTION</b>	<b>%</b>	<b>Registered</b>	<b>VOTED*</b>
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
2016 PRESIDENTIAL	78%	34,464	26,790
2017 MUNICIPAL *Includes Absentee & EDR Voters	37%	34,244	12,054

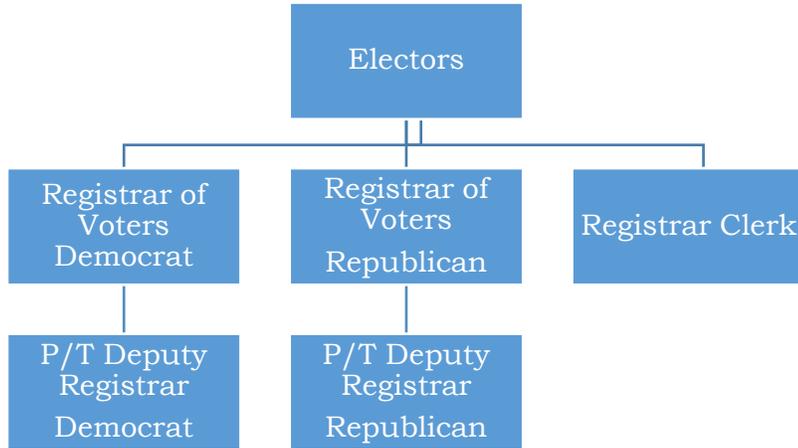
**Expenditure and Position Summary**

	<b>2017 Actual</b>	<b>2018 Estimated</b>	<b>2019 Budget</b>
Salary Expenditures	\$186,576	\$176,428	\$193,215
Full Time Positions	3	3	3

**Program Summaries-  
General Government**

**General Government - (continued)**

**Organizational Chart**



**Budget Highlights**

**0011013 REGISTRARS OF VOTERS**

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
<b>SALARIES</b>							
514000		REGULAR WAGES	\$137,866	\$140,345	\$143,601	\$143,715	\$143,715
515100		OVERTIME	6,858	4,000	6,327	4,500	4,500
515200		PART TIME	41,852	36,000	26,500	45,000	45,000
<b>TOTAL SALARIES</b>			<b>\$186,576</b>	<b>\$180,345</b>	<b>\$176,428</b>	<b>\$193,215</b>	<b>\$193,215</b>
<b>CONTRACTUAL SERVICES</b>							
531000		PROFESSIONAL FEES AND SERVICES	\$4,444	\$4,000	\$4,000	\$4,000	\$4,000
531140		TRAINING	2,160	1,200	1,400	1,200	1,200
544400		RENTS AND LEASES	250	750	750	500	500
553000		TELEPHONE	164	400	400	400	400
553100		POSTAGE	6,257	4,500	7,000	4,500	4,500
554000		TRAVEL REIMBURSEMENT	691	750	750	750	750
555000		PRINTING AND BINDING	11,982	12,000	7,300	10,000	10,000
581120		CONFERENCES AND MEMBERSHIPS	1,455	1,500	1,500	1,100	1,100
<b>TOTAL CONTRACTUAL SERVICES</b>			<b>\$27,403</b>	<b>\$25,100</b>	<b>\$23,100</b>	<b>\$22,450</b>	<b>\$22,450</b>
<b>SUPPLIES AND MATERIALS</b>							
561400		MAINTENANCE SUPPLIES AND MATERIALS	\$26,180	\$14,000	\$23,500	\$14,000	\$14,000
561800		PROGRAM SUPPLIES	55	500	500	500	500
569000		OFFICE SUPPLIES	1,903	2,000	2,000	1,500	1,500
<b>TOTAL SUPPLIES AND MATERIALS</b>			<b>\$28,138</b>	<b>\$16,500</b>	<b>\$26,000</b>	<b>\$16,000</b>	<b>\$16,000</b>
<b>TOTAL REGISTRARS OF VOTERS</b>			<b>\$242,117</b>	<b>\$221,945</b>	<b>\$225,528</b>	<b>\$231,665</b>	<b>\$231,665</b>

## **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 revaluations. The Assessment staff successfully completed the 2017 revaluation. The next revaluation is scheduled for 2022. 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 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. Assessment staff continues to work with Charles B. Feldman & Associates who recently completed auditing 15 accounts. All audits taking place are for the grand list years 2015, 2016 and 2017.

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 1<sup>st</sup> 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 (NADA) price guides, as recommended to the Office of Policy & Management by the Connecticut Association of Assessing Officers (CAAO).

Assessment staff is still experiencing some mailing address issues that occurred due to the 2015 3M software conversion of DMV. This issue continues to be corrected as DMV, CAAO, and City staff correct registration mailing address errors, and strive to resolve all issues and concerns.

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

**Program Summaries-  
General Government**

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**General Government - (continued)**

**Fiscal Year 2018 Major Service Level Accomplishments**

- Continued to inspect and collect data with regards to real estate permits.
- Monitored, collected data, and made changes with respect to current and new businesses as part of the Personal Property portion of the grand list.
- Reviewed and chose random audits of businesses for Charles B. Feldman & Associates to conduct the typical 3 year audits.
- Continued to modernize and update Assessor webpage for greater functionality.
- Continued the initiative of converting daily processing to a paperless environment as a cost saving measure.
- Continued to practice public awareness of exemption programs and assessment related services.
- Successfully completed the 2017 Revaluation.

**Fiscal Year 2019 Major Service Level Goals**

- Develop and maintain a paperless office environment through MIS initiatives
- Work with Connecticut Assessor Association and public in a campaign to increase awareness of website based DMV data resources
- Continue the ongoing revaluation process, including updating sales data, analyzing land and property sales, collection of income and expense information for commercial and income producing properties.
- Corresponding with taxpayers as the results and property values change within revaluation analysis.

**Long-Term Goals and Issues**

- Successfully implement and complete the 2022 revaluation of all real property in the City and process assessment notification letters to all property owners, as to the results of the revaluation.
- Hold informal hearings with taxpayers to clear up any discrepancies with the listing and values of their property.
- 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**

<b>FY/Grand List Date</b>	<b>FY2016 10/1/14</b>	<b>FY2017 10/1/15</b>	<b>FY2018 10/1/16</b>
Gross Taxable Assessed Value	4,134,126,831	4,204,366,433	4,206,276,093
Estimated Actual Value	5,905,895,472	6,006,237,761	6,008,965,847

**Grand List Totals – October 1, 2017**

	<b>Gross Assessment</b>	<b>Exemptions</b>	<b>Net Assessment</b>
Real Estate	3,691,642,859	452,271,543	3,239,371,316
Personal Property	552,840,870	255,420,295	297,420,575
Motor Vehicle	384,119,454	2,988,035	381,131,419
Totals	4,628,603,183	710,679,873	3,917,923,310

**Program Summaries-  
General Government**

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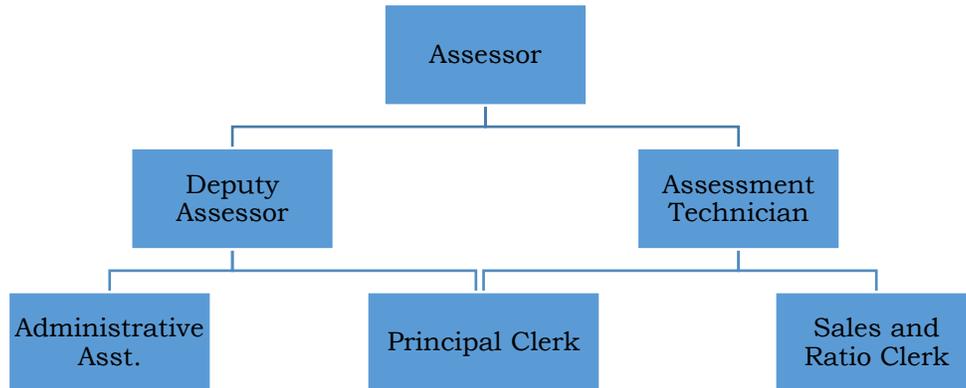
**General Government - (continued)**

<b>2017 Grand List Statistical Data -</b>	<b>Count</b>
Building Permits and Value Inspections Serviced 7/2017 - 6/30/2018	806
Certificate of Occupancy Issued (New Construction) 7/2017 - 7/1/2018	531
Elderly Applications Taken	584
Renters Applications Taken 4/1/2018 through 6/11/2018 ends 10/1/2018	481
Real Estate Transfers 10/1/2017 through 6/7/2018	1072
Veterans, Blind and Disabled Applications	799

**Expenditure and Position Summary**

	<b>2017 Actual</b>	<b>2018 Estimated</b>	<b>2019 Budget</b>
Salary Expenditures	\$359,672	\$388,463	\$389,435
Full Time Positions	6	6	6

**Organizational Chart**



**Program Summaries-  
General Government**

**General Government - (continued)**

**Budget Highlights**

0011014 ASSESSOR

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
<b>SALARIES</b>							
514000		REGULAR WAGES	\$356,609	\$371,925	\$379,925	\$380,135	\$380,135
515100		OVERTIME	1,247	4,000	4,195	10,000	5,000
517000		OTHER WAGES	1,816	1,820	4,343	4,300	4,300
<b>TOTAL SALARIES</b>			<b>\$359,672</b>	<b>\$377,745</b>	<b>\$388,463</b>	<b>\$394,435</b>	<b>\$389,435</b>
<b>CONTRACTUAL SERVICES</b>							
531000		PROFESSIONAL FEES AND SERVICES	\$19,816	\$2,500	\$38,850	\$20,000	\$20,000
553000		TELEPHONE	23	150	150	150	150
553100		POSTAGE	2,631	3,000	3,000	3,100	3,100
554000		TRAVEL REIMBURSEMENT	2,904	3,500	3,500	3,700	3,700
555000		PRINTING AND BINDING	5,479	3,500	3,500	3,500	3,500
557700		ADVERTISING	23	150	150	175	175
581100		DUES AND FEES	1,700	1,800	1,800	1,900	1,900
581120		CONFERENCES AND MEMBERSHIPS	1,200	1,500	1,500	1,600	1,600
581135		SCHOOLING AND EDUCATION	1,528	2,500	2,500	2,600	2,600
<b>TOTAL CONTRACTUAL SERVICES</b>			<b>\$35,303</b>	<b>\$18,600</b>	<b>\$54,950</b>	<b>\$36,725</b>	<b>\$36,725</b>
<b>SUPPLIES AND MATERIALS</b>							
561800		PROGRAM SUPPLIES	\$625	\$1,750	\$1,750	\$1,750	\$1,750
569000		OFFICE SUPPLIES	557	650	650	650	650
<b>TOTAL SUPPLIES AND MATERIALS</b>			<b>\$1,182</b>	<b>\$2,400</b>	<b>\$2,400</b>	<b>\$2,400</b>	<b>\$2,400</b>
<b>TOTAL ASSESSOR</b>			<b>\$396,157</b>	<b>\$398,745</b>	<b>\$445,813</b>	<b>\$433,560</b>	<b>\$428,560</b>

**BOARD OF ASSESSMENT APPEALS**

Mary Alford, 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 1<sup>st</sup> 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 1<sup>st</sup> Grand List valuation date for Personal Property and Motor Vehicle assessments and as of the October 1<sup>st</sup> revaluation year for Real Estate appeals.

**Fiscal Year 2018 Major Service Level Accomplishments**

- The Board met five times during March 2018 to hear appeals on the October 1, 2017 grand list and will meet once in September 2018 to hear Motor Vehicle appeals on the October 1, 2017 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.
- Provided website availability of Board meeting minutes and appeal forms.

**Program Summaries-  
General Government**

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**General Government - (continued)**

**Fiscal Year 2019 Major Service Level Goals**

- Increase awareness for commercial property owners to annually file income and expense reports to the Assessor by statutory deadline of 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 2022 revaluation analysis.

**Performance Measures**

<b>Grand List Year</b>	<b>Number</b>	<b>Appeals Heard</b>	<b>Number Granted</b>	<b>Number Denied</b>
<b>2015</b>	21	Real Estate	16	5
	3	Motor Vehicle	3	0
	3	Personal Property	3	0
<b>2016</b>	19	Real Estate	16	3
	2	Motor Vehicle	8	1
	3	Personal Property	2	1
<b>2017*</b>	96	Real Estate	41	55
	2	Motor Vehicle (ongoing appeals 9/2018)	1	1
	2	Personal Property	1	1

\*Represents Revaluation Year

**Board of Assessment Appeals Members**

**Term Expiration**

Mary Alford, Chairperson  
Shirley Salvatore  
Thomas Ragaini

11/2019  
11/2019  
11/2019

**Program Summaries-  
General Government**

**General Government - (continued)**

**Budget Highlights**

0011015 BOARD OF ASSESSMENT APPEALS

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
<b>SALARIES</b>							
515100		OVERTIME	\$1,148	\$7,000	\$7,228	\$10,000	\$5,000
515200		PART TIME	3,756	6,450	6,450	6,450	6,450
<b>TOTAL SALARIES</b>			<b>\$4,904</b>	<b>\$13,450</b>	<b>\$13,678</b>	<b>\$16,450</b>	<b>\$11,450</b>
<b>CONTRACTUAL SERVICES</b>							
553100		POSTAGE	\$32	\$1,000	\$1,000	\$1,000	\$1,000
557700		ADVERTISING	142	175	175	175	175
<b>TOTAL CONTRACTUAL SERVICES</b>			<b>\$174</b>	<b>\$1,175</b>	<b>\$1,175</b>	<b>\$1,175</b>	<b>\$1,175</b>
<b>SUPPLIES AND MATERIALS</b>							
569000		OFFICE SUPPLIES	\$150	\$2,000	\$2,000	\$2,000	\$2,000
<b>TOTAL SUPPLIES AND MATERIALS</b>			<b>\$150</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>
<b>TOTAL BOARD OF ASSESSMENT APPEALS</b>			<b>\$5,228</b>	<b>\$16,625</b>	<b>\$16,853</b>	<b>\$19,625</b>	<b>\$14,625</b>

**TAX COLLECTOR**

Ann Bednaz, Acting Tax Collector  
860-584-6270  
annbednaz@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 in conjunction with the Office of Policy & Management. 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 as well as the Connecticut Department of Motor Vehicles and other state departments on a daily basis.

**Fiscal Year 2018 Major Service Level Accomplishments**

- Worked with Quality Data Services and CT Green Bank to streamline C-PACE billing.
- Worked with Special Assistant Corporation Counsel to streamline collection process and recognized an increase in prior and current collection rate as a result.
- Increased collections of Personal Property and Motor Vehicle taxes with the assistance of Rossi Law Offices.
- Exceeded budgeted tax collections by achieving a current tax collection rate of 98.91%.

**Program Summaries-  
General Government**

**General Government - (continued)**

**Fiscal Year 2019 Major Service Level Goals**

- To maintain a page on social media in an attempt to reach a greater percentage of the population with reminders, useful municipal tax information and important deadlines.
- To research other credit card vendors in an attempt to reduce rates charged to taxpayers and to use the most modern and secure payment site.
- To maximize revenue collections and exceed budgeted projections.
- To incorporate Munis/Financial interface with Quality Data Services, Comptroller's and Treasurer's offices to streamline tax collection reporting.

**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 to mail in payments or pay from home using credit card or electronic checks.
- To research other avenues for taxpayers to conveniently pay taxes i.e.; pay at a participating bank branch.
- To continue to work with the Department of Motor Vehicles on taxpayer issues regarding clearances and registrations in real time.

**Performance Measures**

	<b>Grand List 2014 Est. (in thousands)</b>	<b>Grand List 2015 Est. (in thousands)</b>	<b>Grand List 2016 Est. (in thousands)</b>
Tax Levy	\$133,581	\$140,360	\$140,342
Amount Collected	\$131,429	\$138,698	\$138,608
Percentage Collected	98.39%	98.82%	98.76%

**Online Credit Card Transaction by Month- 2017 Calendar Year**

<b>Month</b>	<b>Amount Collected</b>		<b>Month</b>	<b>Amount Collected</b>
January	928,846		July	2,298,807
February	613,485		August	1,102,757
March	307,568		September	315,553
April	147,821		October	320,645
May	129,306		November	203,601
June	75,149		December	469,178

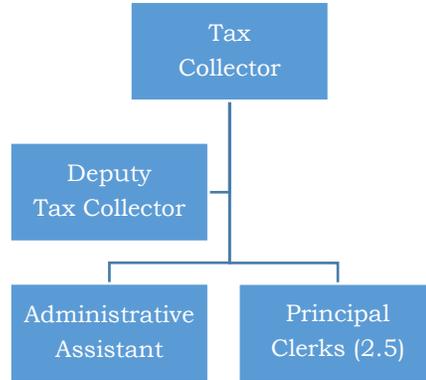
**Expenditure and Position Summary**

	<b>2017 Actual</b>	<b>2018 Estimated</b>	<b>2019 Budget</b>
Salary Expenditures	\$290,213	\$313,750	\$312,265
Full Time Positions	5.5	5.5	5.5

**Program Summaries-  
General Government**

**General Government - (continued)**

**Organizational Chart**



**Budget Highlights**

**0011016 TAX COLLECTOR**

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
<b>SALARIES</b>							
514000		REGULAR WAGES	\$273,077	\$279,820	\$289,941	\$288,560	\$288,560
515100		OVERTIME	0	100	100	100	100
515200		PART TIME	17,136	21,640	23,659	23,555	23,555
517000		OTHER WAGES	0	50	50	50	50
<b>TOTAL SALARIES</b>			<b>\$290,213</b>	<b>\$301,610</b>	<b>\$313,750</b>	<b>\$312,265</b>	<b>\$312,265</b>
<b>CONTRACTUAL SERVICES</b>							
531000		PROFESSIONAL FEES AND SERVICES	\$1,480	\$2,050	\$2,050	\$2,050	\$2,050
543000		REPAIRS AND MAINTENANCE	100	100	100	120	120
544400		RENTALS	298	300	300	300	300
553000		TELEPHONE	14	125	125	125	125
553100		POSTAGE	27,505	38,650	38,650	38,650	38,650
554000		TRAVEL REIMBURSEMENT	53	180	180	180	180
555000		PRINTING AND BINDING	23,589	22,000	22,000	22,000	22,000
557700		ADVERTISING	195	375	375	375	375
581120		CONFERENCES AND MEMBERSHIPS	165	390	390	395	395
581135		SCHOOLING AND EDUCATION	655	1,000	1,000	1,000	1,000
581150		ANNUAL BOND	2,880	6,750	6,750	3,000	3,000
<b>TOTAL CONTRACTUAL SERVICES</b>			<b>\$56,932</b>	<b>\$71,920</b>	<b>\$71,920</b>	<b>\$68,195</b>	<b>\$68,195</b>
<b>SUPPLIES AND MATERIALS</b>							
561800		PROGRAM SUPPLIES	\$320	\$430	\$430	\$430	\$430
569000		OFFICE SUPPLIES	216	300	300	300	300
<b>TOTAL SUPPLIES AND MATERIALS</b>			<b>\$536</b>	<b>\$730</b>	<b>\$730</b>	<b>\$730</b>	<b>\$730</b>
<b>TOTAL TAX COLLECTOR</b>			<b>\$347,681</b>	<b>\$374,260</b>	<b>\$386,400</b>	<b>\$381,190</b>	<b>\$381,190</b>

## **PURCHASING**

Roger Rousseau, Purchasing Agent  
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 2018 Major Service Level Accomplishments**

- Implemented new controls for purchase order changes.
- Implemented continuing procurement training for departments.
- Implemented new records management system for purchasing-related documents within Munis.
- Prepared and implemented revisions to purchasing policies and guidelines, inclusive of new energy policies and other ordinance changes.
- Secured contract for replacement of street lighting with energy efficient LED fixtures.
- Supported completion of new radio communications and VoIP phone systems.
- Established new contracts for Special Education transportation services.
- Assisted in fleet replacement for City-wide print management system.

### **Fiscal Year 2019 Major Service Level Goals**

- Assist in contracting efforts toward renovations to Memorial Boulevard Intra-District Arts Magnet School.
- Provide support toward deployment of energy efficiency initiatives.
- Assist in contracting efforts toward renovations at Page Park Pool Facility.

### **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)**

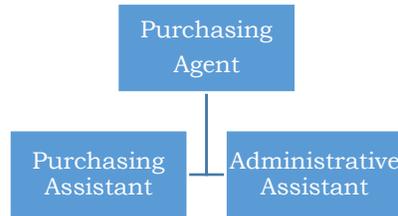
**Performance Measures**

	<b>Fiscal Year 2016</b>	<b>Fiscal Year 2017</b>	<b>Fiscal Year 2018</b>
Total # of sealed bids issued:	121	150	121
Total # of Request for Proposals:	23	16	33
Total # of purchase orders issued:	7,742	7,370	6,834
Total value of purchase orders issued:	\$89,543,240	\$78,575,505	\$83,559,638

**Expenditure and Position Summary**

	<b>2017 Actual</b>	<b>2018 Estimated</b>	<b>2019 Budget</b>
Salary Expenditures	\$186,818	\$195,809	\$194,340
Full Time Positions	3	3	3

**Organizational Chart**



**Budget Highlights**

0011017 PURCHASING

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
<b>SALARIES</b>							
514000		REGULAR WAGES	\$185,818	\$188,570	\$194,759	\$193,340	\$193,340
517000		OTHER WAGES	1,000	1,000	1,050	1,000	1,000
<b>TOTAL SALARIES</b>			<b>\$186,818</b>	<b>\$189,570</b>	<b>\$195,809</b>	<b>\$194,340</b>	<b>\$194,340</b>
<b>CONTRACTUAL SERVICES</b>							
531140		TRAINING	\$30	\$300	\$300	\$300	\$300
543000		REPAIRS AND MAINTENANCE	0	100	363	100	100
553000		TELEPHONE	48	75	75	75	75
553100		POSTAGE	1,008	1,000	1,000	1,000	1,000
554000		TRAVEL REIMBURSEMENT	85	100	100	100	100
555000		PRINTING AND BINDING	913	1,000	915	1,000	1,000
557700		ADVERTISING	4,482	5,000	5,000	5,000	5,000
581120		CONFERENCES AND MEMBERSHIPS	840	850	970	850	850
581150		MISCELLANEOUS BOND EXPENSE	75	75	75	75	75
<b>TOTAL CONTRACTUAL SERVICES</b>			<b>\$7,480</b>	<b>\$8,500</b>	<b>\$8,798</b>	<b>\$8,500</b>	<b>\$8,500</b>
<b>SUPPLIES AND MATERIALS</b>							
569000		OFFICE SUPPLIES	\$325	\$350	\$390	\$350	\$350
<b>TOTAL SUPPLIES AND MATERIALS</b>			<b>\$325</b>	<b>\$350</b>	<b>\$390</b>	<b>\$350</b>	<b>\$350</b>
<b>TOTAL PURCHASING</b>			<b>\$194,623</b>	<b>\$198,420</b>	<b>\$204,997</b>	<b>\$203,190</b>	<b>\$203,190</b>

## **COMPTROLLER'S OFFICE**

Diane M. Waldron, Comptroller  
(860) 584-6130  
dianewaldron@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 pension benefits, accounts payable for all funds within the City, Debt Service or payment of interest and principal on City borrowing, liability insurance coverage, and general accounting for all City funds excluding the Water Department. The Management Information Systems (MIS) Department historically had reported to the Comptroller's Office, but effective July 1, 2018 MIS reports to the Mayor.

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 2018 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.
- Identified savings of approximately \$200,000 in the City's pension contribution by modifying the timing of the payment from the end of the fiscal year to the beginning.

**Program Summaries-  
General Government**

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**General Government - (continued)**

**Fiscal Year 2019 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.
- 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 electronically store documents through Tyler Content Management.
- Continue to identify efficiencies and process improvements in department and Citywide.
- Work with Personnel and MIS to fully implement the Kronos timeclock system citywide.
- 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:**

<b>Category</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>
# of Invoices Paid	40,520	40,857	37,895
# of Payroll Checks and Direct Deposits	66,525	65,723	67,165

**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.

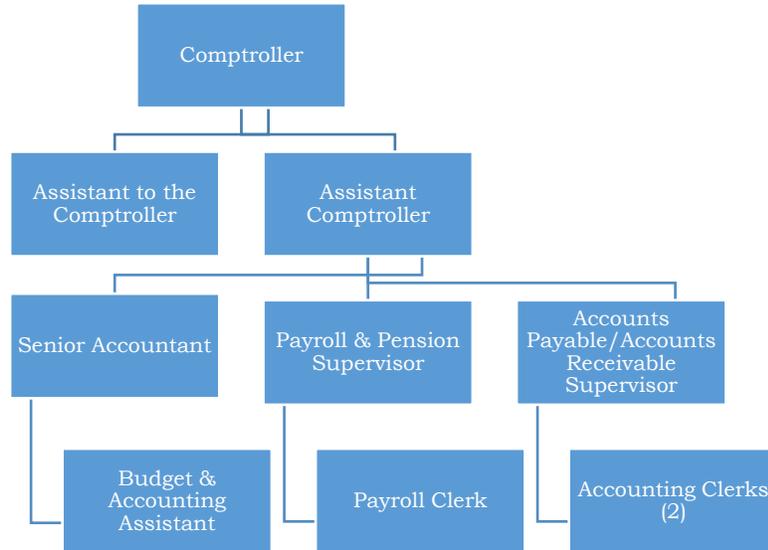
**Expenditure and Position Summary**

	<b>2017 Actual</b>	<b>2018 Estimated</b>	<b>2019 Budget</b>
Salary Expenditures	\$623,118	\$683,745	\$682,590
Full Time Positions	11	10	10

**Program Summaries-  
General Government**

**General Government - (continued)**

**Organizational Chart**



**Budget Highlights**

0011018      **COMPTROLLER**

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
<b>SALARIES</b>							
514000		REGULAR WAGES	\$617,887	\$647,440	\$679,350	\$677,940	\$677,940
515100		OVERTIME	4,031	3,000	3,245	3,500	3,500
517000		OTHER WAGES	1,200	1,150	1,150	1,150	1,150
<b>TOTAL SALARIES</b>			<b>\$623,118</b>	<b>\$651,590</b>	<b>\$683,745</b>	<b>\$682,590</b>	<b>\$682,590</b>
<b>CONTRACTUAL SERVICES</b>							
543000		REPAIRS AND MAINTENANCE	\$186	\$200	\$200	\$200	\$200
544400		RENTALS	2,064	2,065	2,065	2,065	2,065
553000		TELEPHONE	6	75	75	50	50
553100		POSTAGE	1,344	2,200	2,200	2,000	2,000
554000		TRAVEL REIMBURSEMENT	264	250	250	400	400
555000		PRINTING AND BINDING	1,887	2,200	2,200	2,200	2,200
557700		ADVERTISING	1,224	1,800	1,800	1,800	1,800
581120		CONFERENCES AND MEMBERSHIPS	3,458	4,970	4,970	6,430	6,430
581150		MISCELLANEOUS BOND EXPENSE	220	220	220	220	220
<b>TOTAL CONTRACTUAL SERVICES</b>			<b>\$10,652</b>	<b>\$13,980</b>	<b>\$13,980</b>	<b>\$15,365</b>	<b>\$15,365</b>
<b>SUPPLIES AND MATERIALS</b>							
569000		OFFICE SUPPLIES	\$1,389	\$1,400	\$1,400	\$1,400	\$1,400
<b>TOTAL SUPPLIES AND MATERIALS</b>			<b>\$1,389</b>	<b>\$1,400</b>	<b>\$1,400</b>	<b>\$1,400</b>	<b>\$1,400</b>
<b>CAPITAL OUTLAY</b>							
579999		EQUIPMENT	\$0	\$0	\$0	\$2,615	\$0
<b>TOTAL CAPITAL OUTLAY</b>			<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,615</b>	<b>\$0</b>
<b>TOTAL COMPTROLLER</b>			<b>\$635,159</b>	<b>\$666,970</b>	<b>\$699,125</b>	<b>\$701,970</b>	<b>\$699,355</b>

## **TREASURER**

Tom Barnes, Jr., Treasurer  
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 to 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 the City's 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.

### **Fiscal Year 2018 Major Service Level Accomplishments**

- Reviewed and updated the Investment Policy Statement for the City's retirement plan.
- Secured higher rates on accounts as interest rates rose.
- Securely deposited City funds at the bank by enlisting Dunbar Armored, Inc. to guarantee deposits are transported with no risk to the City or its employees.
- Continued to limit 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 CDs.
- Continued to provide various forms on the City's website for pensioners to change their state and federal tax withholding, as well as direct deposit and address changes.
- Continuously educated eligible pensioners on City provided health care options and changes.
- Continued to require direct deposit of pension payments.
- Successfully incorporated the State of Connecticut's new pension withholding requirements, and assisted pensioners with the change.

### **Fiscal Year 2019 Major Service Level Goals**

- Continue to review the City's current banking services relationships by developing new connections with local financial institutions and improving upon existing agreements to minimize banking costs and improve operational efficiency to maximize returns.
- 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.

**Program Summaries-  
General Government**

**General Government - (continued)**

- 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 managers.
- Continue 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 riskless investment transactions and, therefore, comprises a minimum standard for the portfolio’s rate of return.
- Continuously improve departmental processes and procedures to achieve an efficient flow of documents and work towards a paperless environment by increasing the use of tools such as: remote depositing, website communication, credit card payments, direct deposit, ACH/wiring of transactions, Laserfiche and Tyler Content Manager to store information in accordance with State statute.

**Long-Term Goals and Issues**

- To continue to maximize the interest income on liquid funds

**Performance Measures**

	<b>2015 No. of Retirees</b>	<b>Amount Paid</b>	<b>2016 No. of Retirees</b>	<b>Amount Paid</b>	<b>2017 No. of Retirees</b>	<b>Amount Paid</b>
General City Retirement System	563	\$12,594,459	598	\$12,900,980	570	\$13,455,688
Firefighter’s Benefit Fund	99	\$3,764,207	97	\$3,917,809	92	\$3,891,356
Police Benefit Fund	127	\$5,722,902	128	\$6,044,926	126	\$6,319,330
Total	789	\$22,081,568	823	\$22,863,715	788	\$23,875,034

	<b>FY 15-16</b>	<b>FY 16-17</b>	<b>FY 17-18</b>
Number of 1099R’s Issued	811	823	838
<b>Long-Term Debt Schedule</b>			
Principal	\$6,830,000	\$6,640,000	\$6,625,000
Interest	\$2,141,023	\$1,899,470	\$2,229,365
Total Long-term Outstanding Debt	\$58,080,000	\$72,570,000	\$63,755,000
Bond Anticipation Notes Outstanding	\$4,500,000	\$7,400,000	\$15,800,000

**Program Summaries-  
General Government**

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**General Government - (continued)**

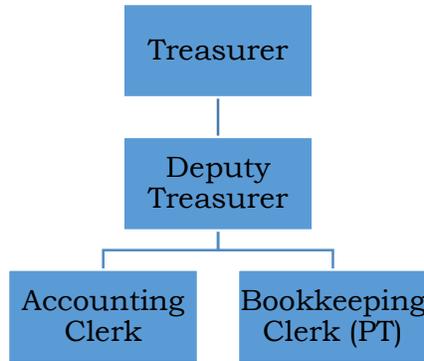
**Expenditure and Position Summary**

	<b>2017 Actual</b>	<b>2018 Estimated</b>	<b>2019 Budget</b>
Salary Expenditures	\$103,983	\$112,923	\$116,745
Full Time Positions	2	2	2
Part Time Positions	2	2	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 accounting assistant and bookkeeping clerk’s salaries which properly aligns expenses with the appropriate fund, in accordance with the Governmental Accounting Standards Board.

The average rate of return on investments increased over the last year. The City’s portfolio earned an average of 56.8 basis points (BP) on interest-bearing accounts for fiscal year 2017. This compares with the three-month U.S. Treasury Bill, which averaged 55 BP. The federal funds interest rate increased from a target range of 25 to 50 BP in December, 2017 to a range of 175 to 200 BP in June, 2018. The federal funds rate is the rate at which depository institutions lend reserve balances to other depository institutions overnight, 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.

**Organizational Chart**



**Program Summaries-  
General Government**

**General Government - (continued)**

**Budget Highlights**

0011019           TREASURER

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
<b>SALARIES</b>							
514000		REGULAR WAGES	\$87,587	\$91,945	\$93,683	\$95,170	\$95,170
515200		PART TIME	16,396	19,240	17,482	21,575	21,575
517000		OTHER WAGES	0	0	1,758	0	
<b>TOTAL SALARIES</b>			<b>\$103,983</b>	<b>\$111,185</b>	<b>\$112,923</b>	<b>\$116,745</b>	<b>\$116,745</b>
<b>CONTRACTUAL SERVICES</b>							
531000		PROFESSIONAL FEES AND SERVICES	\$1,335	\$5,800	\$5,800	\$4,550	\$4,550
553000		TELEPHONE	7	120	120	120	120
553100		POSTAGE	3,401	4,300	4,300	4,300	4,300
554000		TRAVEL REIMBURSEMENT	192	120	120	120	120
581120		CONFERENCES AND MEMBERSHIPS	435	400	400	410	410
581150		MISCELLANEOUS BOND EXPENSE	300	300	300	300	300
581400		BANK CHARGES	5,469	20,000	20,000	20,000	20,000
<b>TOTAL CONTRACTUAL SERVICES</b>			<b>\$11,138</b>	<b>\$31,040</b>	<b>\$31,040</b>	<b>\$29,800</b>	<b>\$29,800</b>
<b>SUPPLIES AND MATERIALS</b>							
569000		OFFICE SUPPLIES	\$125	\$550	\$550	\$550	\$550
<b>TOTAL SUPPLIES AND MATERIALS</b>			<b>\$125</b>	<b>\$550</b>	<b>\$550</b>	<b>\$550</b>	<b>\$550</b>
<b>TOTAL TREASURER</b>			<b>\$115,247</b>	<b>\$142,775</b>	<b>\$144,513</b>	<b>\$147,095</b>	<b>\$147,095</b>

**MANAGEMENT INFORMATION SYSTEMS**

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

**Service Narrative**

The Information Systems department 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 three 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 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](http://www.bristolct.gov)

**Fiscal Year 2018 Major Service Level Accomplishments**

- Upgraded server hardware.
- Expanded WiFi into City facilities.
- Upgraded BOE server hardware.
- Upgraded network infrastructure.
- Started implementation of Tyler Content Manager.

**Fiscal Year 2019 Major Service Level Goals**

- Develop and enhance IT security policies.
- Implement IT purchasing policy.
- Upgrade server software.
- Develop Security Awareness program.
- Implement a shared services model with BOE.
- Perform a telephone audit.
- Finish implementation of Tyler Content Manager.

**Program Summaries-  
General Government**

**General Government - (continued)**

**Long-Term Goals and Issues**

- Expand wireless network throughout City to include outside WiFi network.
- Continue to find cost saving measures through technology.

**Performance Measures**

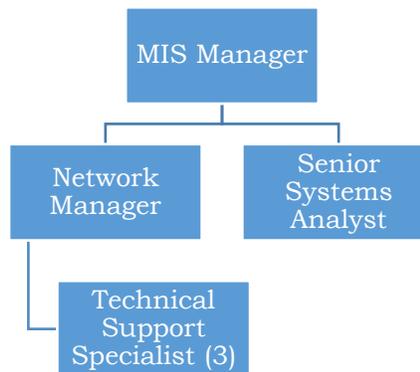
<b>Quantitative: Breakdown of City's Computers</b>			
<b>Facility</b>	<b># of Computers</b>	<b>Board of Education</b>	<b># of Computers</b>
City Hall	167	BOE Admin	125
Police Dept.	143	Bristol Central H.S.	1,061
Fire Dept.	29	Bristol Eastern H.S.	915
Main Library	98	Middle Schools/ K-8	2,647
Manross Library	20	Elementary Schools	<u>1,595</u>
Other	<u>102</u>		
Totals:	559	Totals:	6,343
<b>Grand Total: 6,902</b>			

<b>Total Computers:</b>		
FY 2016: 4,553	FY 2017: 4,553	FY 2018: 6,902

**Expenditure and Position Summary**

	<b>2017 Actual</b>	<b>2018 Estimated</b>	<b>2019 Budget</b>
Salary Expenditures	\$491,236	\$513,535	\$546,410
Full Time Positions	6	6	6

**Organizational Chart**



**Program Summaries-  
General Government**

**General Government - (continued)**

**Budget Highlights**

**0011020 INFORMATION SYSTEMS**

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
<b>SALARIES</b>							
514000		REGULAR WAGES	\$487,121	\$494,255	\$508,513	\$503,585	\$541,420
515100		OVERTIME	0	250	250	250	250
517000		OTHER WAGES	4,115	4,740	4,772	4,740	4,740
<b>TOTAL SALARIES</b>			<b>\$491,236</b>	<b>\$499,245</b>	<b>\$513,535</b>	<b>\$508,575</b>	<b>\$546,410</b>
<b>CONTRACTUAL SERVICES</b>							
531140		TRAINING	\$3,605	\$2,500	\$3,224	\$10,000	\$10,000
543000		REPAIRS AND MAINTENANCE	267,864	352,025	372,435	418,025	418,025
543010		FIBER LINE	8,068	5,000	5,000	5,000	5,000
543110		MAJOR COMPUTER EQUIPMENT REPAIRS	1,400	2,000	2,000	2,000	2,000
553000		TELEPHONE	10,528	14,160	14,160	14,160	48,660
553100		POSTAGE	5	50	50	50	50
554000		TRAVEL REIMBURSEMENT	862	500	500	500	500
581120		CONFERENCES AND MEMBERSHIPS	630	2,500	6,070	4,950	4,950
<b>TOTAL CONTRACTUAL SERVICES</b>			<b>\$292,961</b>	<b>\$378,735</b>	<b>\$403,439</b>	<b>\$454,685</b>	<b>\$489,185</b>
<b>SUPPLIES AND MATERIALS</b>							
561800		PROGRAM SUPPLIES	\$10,743	\$10,000	\$10,150	\$10,000	\$10,000
569000		OFFICE SUPPLIES	72	250	250	250	250
<b>TOTAL SUPPLIES AND MATERIALS</b>			<b>\$10,815</b>	<b>\$10,250</b>	<b>\$10,400</b>	<b>\$10,250</b>	<b>\$10,250</b>
<b>CAPITAL OUTLAY</b>							
570900	15008	OTHER CAP OUTLAY	\$44,200	\$0	\$0	\$0	\$0
579999		EQUIPMENT	0	0	0	50,000	0
<b>TOTAL CAPITAL OUTLAY</b>			<b>\$44,200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$0</b>
<b>TOTAL INFORMATION SYSTEMS</b>			<b>\$839,212</b>	<b>\$888,230</b>	<b>\$927,374</b>	<b>\$1,023,510</b>	<b>\$1,045,845</b>

**PERSONNEL**

Linda Milia, Acting Personnel Director  
Office: 860-584-6175  
lindamilia@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 insurance 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 represents the City's interests in employment-related claims against the City and administers disability claims.

**Program Summaries-  
General Government**

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**General Government - (continued)**

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 2018 Major Service Level Accomplishments**

- Completed labor negotiations with Locals #1338 and #233.
- Assisted in the ongoing implementation of Kronos automated payroll system.
- Coordinated wellness activities through events and education.
- Implemented on-line annual open enrollment process for employee benefits through employee self-service.
- Conducted 39 general recruitment processes, and 2 police promotional processes.
- Coordinated employee information sessions on social security benefits and basics of the freedom of information act; and employee trainings on cultural diversity, customer service, writing; and management trainings for supervisors and department heads.

**Fiscal Year 2019 Major Service Level Goals**

- To complete contract negotiations with Police and Fire unions.
- To continue to encourage wellness activities through events and education.
- To purchase and provide on-line sexual harassment training module for police and fire supervisors.
- To establish entry-level eligibility list for Firefighter.
- To establish entry-level eligibility list for Police Officer.
- To coordinate harassment training for employees to include bystander training.
- To reduce average lag time for reporting of workers compensation injuries.
- To implement improved functionality in Employee Self Service (ESS) and to implement enhancements to MUNIS.

**Performance Measures**

**Quantitative:**

<b>Activity</b>	<b>Calendar 2015 Actual</b>	<b>Calendar 2016 Actual</b>	<b>Calendar 2017 Actual</b>
Number of OSHA reportable Workers Compensation Claims	76	60	62
Lost Time Days	988	720	770
Grievances heard	14	14	9
Employees hired (excluding seasonal & temporary)	44	37	41

**Program Summaries-  
General Government**

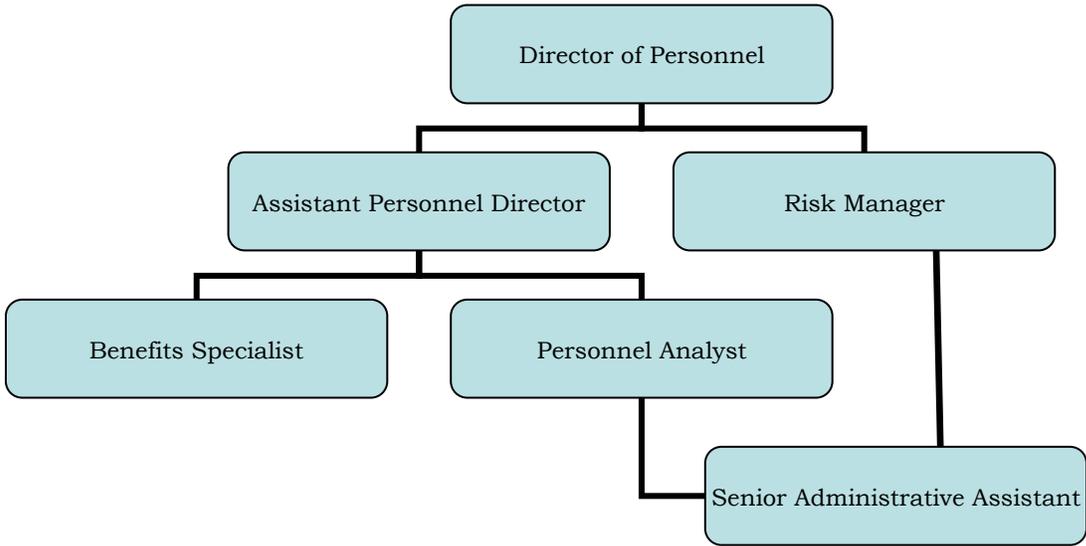
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**General Government - (continued)**

**Expenditure and Position Summary**

	<b>2017 Actual</b>	<b>2018 Estimated</b>	<b>2019 Budget</b>
Salary Expenditures	\$471,055	\$498,824	\$496,845
Full Time Positions	6	6	6

**Organizational Chart**



**Program Summaries-  
General Government**

**General Government - (continued)**

**Budget Highlights**

**CITY OF BRISTOL, CONNECTICUT  
2018-2019 EXPENDITURE DETAIL**

GENERAL FUND 001

0011021 PERSONNEL DEPARTMENT

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
<b>SALARIES</b>							
514000		REGULAR WAGES	\$466,352	\$487,710	\$495,853	\$494,510	\$494,510
515100		OVERTIME	1,783	1,000	1,000	1,000	1,000
515200		PART TIME	1,621	0	0	0	0
517000		OTHER WAGES	1,299	1,335	1,971	1,335	1,335
<b>TOTAL SALARIES</b>			<b>\$471,055</b>	<b>\$490,045</b>	<b>\$498,824</b>	<b>\$496,845</b>	<b>\$496,845</b>
<b>CONTRACTUAL SERVICES</b>							
531000		PROFESSIONAL FEES AND SERVICES	\$115,109	\$75,000	\$75,000	\$75,000	\$34,500
531140		TRAINING	0	0	0	12,000	12,000
531145		APPLITRAK	3,486	3,735	3,735	3,920	3,920
543000		REPAIRS AND MAINTENANCE	0	150	150	150	150
543100		MOTOR VEHICLE SERVICE AND REPAIR	0	100	100	100	100
553000		TELEPHONE	36	100	100	100	100
553100		POSTAGE	956	800	800	1,000	1,000
554000		TRAVEL REIMBURSEMENT	57	200	200	200	200
555000		PRINTING AND BINDING	600	600	600	600	600
557700		ADVERTISING	20,594	13,000	14,500	13,000	13,000
581120		CONFERENCES AND MEMBERSHIPS	768	1,000	1,000	1,000	1,000
581135		SCHOOLING AND EDUCATION	9,913	10,000	10,000	10,000	10,000
<b>TOTAL CONTRACTUAL SERVICES</b>			<b>\$151,520</b>	<b>\$104,685</b>	<b>\$106,185</b>	<b>\$117,070</b>	<b>\$76,570</b>
<b>PROFESSIONAL SERVICES</b>							
531300		PRE-EMPLOYMENT EXAMINATIONS	\$9,455	\$6,000	\$10,116	\$7,000	\$7,000
<b>TOTAL PROFESSIONAL SERVICES</b>			<b>\$9,455</b>	<b>\$6,000</b>	<b>\$10,116</b>	<b>\$7,000</b>	<b>\$7,000</b>
<b>SUPPLIES AND MATERIALS</b>							
561800		PROGRAM SUPPLIES	\$3,670	\$3,855	\$3,855	\$3,855	\$3,855
562600		MOTOR FUELS	31	100	100	100	100
569000		OFFICE SUPPLIES	973	1,000	1,000	1,000	1,000
589100		EMPLOYEE MISC	68	500	500	500	500
<b>TOTAL SUPPLIES AND MATERIALS</b>			<b>\$4,741</b>	<b>\$5,455</b>	<b>\$5,455</b>	<b>\$5,455</b>	<b>\$5,455</b>
<b>TOTAL PERSONNEL DEPARTMENT</b>			<b>\$636,771</b>	<b>\$606,185</b>	<b>\$620,580</b>	<b>\$626,370</b>	<b>\$585,870</b>

**CORPORATION COUNSEL**

Wyland Dale Clift, Corporation Counsel  
860-584-6150  
corpcounsel@bristolct.gov

**Service Narrative**

The Corporation Counsel's office is the legal department for the City of Bristol. The part-time corporation counsel is supported by a staff comprising two full-time assistant corporation counsels, one part-time assistant corporation counsel, one full time legal secretary, and one part time legal assistant. The legal department also is supported by specially appointed corporation counsels whose firms are engaged for specific matters. These matters may involve referrals to handle specialized areas of the law (e.g. environmental, labor relations, taxation), or the referral is made because of an ethical conflict of interest between the in-house staff and the adverse party. 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.

**General Government - (continued)**

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 formal 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 2018 Major Service Level Accomplishments**

- Provided extensive legal guidance to the Charter Revision Commission.
- Provided legal guidance to the City Council Real Estate, Ordinance, Hearings and Assessments, Marketing, and other Committees and Task Forces, such as the Mayor's Opioid Task Force.
- Provided extensive legal guidance to the Ordinance Committee and Pension Boards to accomplish a consolidation of the three separate pensions for general, firefighters and police into a single pension system.
- Provided legal representation for the sale of lots in the Southeast Business Park, the Centre Square Downtown Redevelopment project, and other economic development activities. Closed on lots 11 and 12 in the Downtown project, conveying those parcels to the Bristol Hospital.
- Provided legal research and advice for the adoption of changes to the Code of Ordinances, adding, and in some cases, eliminating municipal laws.
- Monitored and/or participated in tax foreclosures, mortgage foreclosures and other various collection matters.
- Collected on several water and sewer foreclosures, overdue alarm fees, and non-payment for private police services.
- Obtained restitution for damage caused to City-owned property.
- Prepared documents for acquisition and disposition of City's surplus real estate.
- Advised the Code Enforcement Committee and related Departments, and commenced code enforcement litigation in support of their enforcement efforts.
- Prepared and reviewed contracts, agreements and grant applications for all Departments of the City.
- Provided legal assistance and guidance to the newly-reactivated Freedom of Information Advisory Committee.
- Recovered Code Enforcement expenditures.
- Implemented enforcement measures that obtained more code compliance, de-emphasizing "tear-downs" that result in vacant land negatively impacting the tax rolls.
- Provided legal support to the Mayor's emphasis on quality of life issues, and City care and assistance initiatives for Bristol based businesses.
- Handled administrative appeals involving animal control orders issued by the City's animal control officers.

**Fiscal Year 2019 Major Service Level Goals**

- Continued participation in a class action lawsuit with other Connecticut municipalities against "Big Pharma" in efforts to recoup expenses of addiction recovery assistance to our citizens caused by the Opioid Addiction Crisis.
- Advise and assist the Mayor and City Council in cost-sharing initiatives between the general government and Board of Education.

**Program Summaries-  
General Government**

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**General Government - (continued)**

- Advise and assist the Mayor and City Council in adopting ordinances necessary to implement the transition of responsibility for the water pollution control plant and functions from the City's Public Works Department to the Water Department.
- Recover Code Enforcement expenditures.
- Provide legal assistance to Mayor's Marketing Task Force.
- Continuous auditing of outside legal counsel fees and implement cost-saving measures.
- Monitor Land Use applications for Centre Square Downtown development project for the remaining parcels owned by the City.
- Transfer City-owned land lying adjacent to Bristol Hospital's newly-acquired lots 11 and 12 to Pan Am Railroad to maintain conformity in ownership of the railroad bed through the downtown area.
- Assist neighborhood revitalization efforts and Department of Transportation initiatives, particularly as they relate to Memorial Boulevard and the Downtown area.
- Provide continued legal assistance to all City officials, boards and commissions as requested and needed.
- Manage the legal process brought to enforce housing and other code violations, and provide legal support to the Code Enforcement Committee and City Departments.
- Participate in the various Brownfields initiatives including 894 Middle Street and collaboration with EPA, CT DEEP and CT DECD.
- Maintain overall responsibility for City's litigation matters.
- Review all contracts for City projects.
- Support the efforts to return City acquired properties from code and tax delinquency enforcement to the tax rolls.
- Implement all other ordinance updates and initiatives as requested and needed.
- Handle significant tax appeals resulting from recent property tax assessment revaluation.
- Support efforts to sell tax liens for specified properties.
- Monitor tax foreclosure actions.
- Provide representation in heart and hypertension files.
- Collect water and sewer delinquency and foreclosure accounts.
- Administer the Municipal Citation program (responsibility acquired from Town Clerk).
- Assist with Relocation program and the revision of the Relocation Policy.
- Collection actions for unpaid real property taxes
- Support continued remediation efforts with the goal of ultimately bringing the Sessions Building into best use.
- Advise Centre Square parking garage potential.
- Negotiate and support Centre Square access road for additional purchasers of available lots.

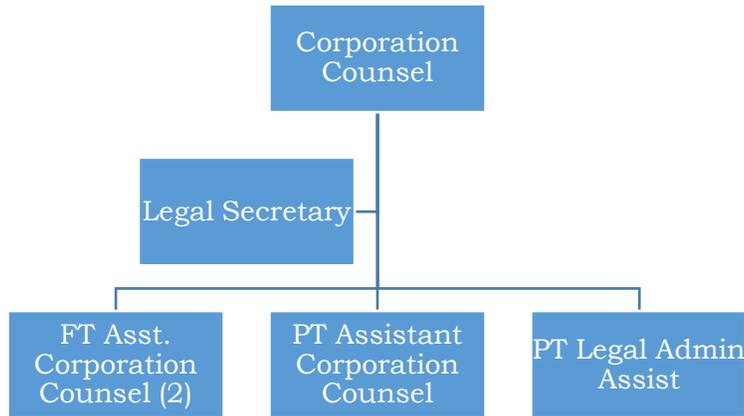
**Program Summaries-  
General Government**

**General Government - (continued)**

**Expenditure and Position Summary**

	<b>2017 Actual</b>	<b>2018 Estimated</b>	<b>2019 Budget</b>
Salary Expenditures	\$404,733	\$412,595	\$417,765
Full Time Positions	3	3	3
Part Time Positions	3	3	3

**Organizational Chart**



**Budget Highlights**

0011022 CORPORATION COUNSEL

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
<b>SALARIES</b>							
514000		REGULAR WAGES	\$307,429	\$314,685	\$314,685	\$314,685	\$314,685
515100		OVERTIME	878	3,195	3,195	2,000	2,000
515200		PART TIME	94,132	94,715	94,715	101,080	101,080
517000		OTHER WAGES	2,294	0	0	0	0
<b>TOTAL SALARIES</b>			<b>\$404,733</b>	<b>\$412,595</b>	<b>\$412,595</b>	<b>\$417,765</b>	<b>\$417,765</b>
<b>CONTRACTUAL SERVICES</b>							
531000		PROFESSIONAL FEES AND SERVICES	\$117,620	\$200,000	\$258,415	\$240,000	\$255,000
531000	14021	PROFESSIONAL FEES AND SERVICES	112,654	60,000	60,000	200,000	100,000
543000		REPAIRS AND MAINTENANCE	0	100	100	100	100
553000		TELEPHONE	22	150	150	150	150
553100		POSTAGE	284	500	500	1,000	1,000
554000		TRAVEL REIMBURSEMENT	658	600	600	900	900
581120		CONFERENCES AND MEMBERSHIPS	860	665	665	785	785
581135		SCHOOLING AND EDUCATION	1,533	5,000	5,000	3,000	3,000
<b>TOTAL CONTRACTUAL SERVICES</b>			<b>\$233,631</b>	<b>\$267,015</b>	<b>\$325,430</b>	<b>\$445,935</b>	<b>\$360,935</b>
<b>SUPPLIES AND MATERIALS</b>							
561800		PROGRAM SUPPLIES	\$13,664	\$16,905	\$16,905	\$16,000	\$16,000
569000		OFFICE SUPPLIES	575	800	800	800	800
<b>TOTAL SUPPLIES AND MATERIALS</b>			<b>\$14,239</b>	<b>\$17,705</b>	<b>\$17,705</b>	<b>\$16,800</b>	<b>\$16,800</b>
<b>TOTAL CORPORATION COUNSEL</b>			<b>\$652,604</b>	<b>\$697,315</b>	<b>\$755,730</b>	<b>\$880,500</b>	<b>\$795,500</b>

## **TOWN AND CITY CLERK**

Therese Pac, Town and City Clerk, MCTC, MMC  
Registrar of Vital Statistics  
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 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.

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

**General Government - (continued)**

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 2018 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 1925 through 1946 consisting of approximately 61,473 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.
- E-recorded approximately 1,605 documents in the 2017-2018 fiscal year.
- Administered and managed the absentee ballot process and issuance of 630 ballots for the November 2017 municipal election.
- Wrote and submitted a Disaster Grant for \$10,000 to the CT State Library for the water damage to Assessor, Personnel, and Treasurer documents stored in the basement vault of City Hall.
- Reviewed and processed approximately 105 signatures on 12 candidate petitions for the August 2018 primary.
- Trained staff on a new absentee program in the Connecticut Voter Registry system.
- Prepared organizational information for the Charter Revision Commission.

**Fiscal Year 2019 Major Service Level Goals**

- Complete and write a state grant for backfile conversion of land record documents to electronic format and link them to indexes from 1907 through 1925. This project will continue a multi-year, long term goal of backfile scanning of the OIB land record indexes from 1905 to 1974.
- Initiate and plan a scanning project of the OIB land record indexes from 1882 to 1890.
- Continue the planning process to expand the Town Clerk vault space as a capital project.

**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 more than 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.

**Program Summaries-  
General Government**

**General Government - (continued)**

**Number of Transactions**

Category	2016	2017	2018
Dog Licenses	2,474	2,480	2,465
Sporting Licenses	12 handicapped	12 handicapped	12 handicapped
Burial & Cremation Permits	859	868	823
Vital Statistics Copies (estimated)	8,000	8,340	7,567
Marriage Licenses	220	248	211
Trade Name Certificates	136	131	115
Documents Notarized (estimated)	770	900	870
Liquor Permits	82	80	75
Notary Certificates	170	173	167
Land Record Documents	10,862	10,905	9,568

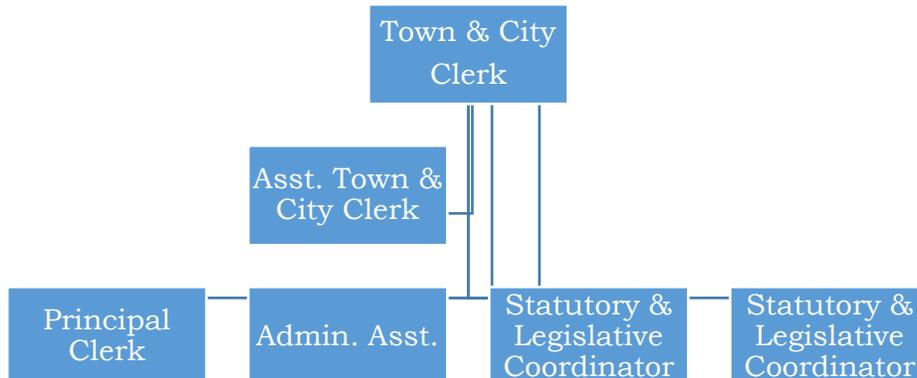
**Value of Transactions**

Category	2016	2017	2018
Merchandising Licenses	\$3,727	\$4,310	\$3,247
Burial Permits	2,577	2,604	2,469
Recording Fees	289,151	298,310	271,453
Real Estate Conveyance Transfers	825,506	968,407	932,874
Dog Licenses	6,400	6,670	6,138
Marriage Licenses	2,200	2,480	2,110
Historic Preservation	7,235	7,060	10,501
Copies	48,072	48,863	47,734
Vital Statistics	131,805	136,766	126,504
Miscellaneous Fees (Notary, Liquor)	16,600	18,098	17,773
<b>Total</b>	<b>\$1,333,273</b>	<b>\$1,493,568</b>	<b>\$1,420,803</b>

**Expenditure and Position Summary**

	2017 Actual	2018 Estimated	2019 Budget
Salary Expenditures	\$337,094	\$363,257	\$359,365
Full Time Positions	6	6	6

**Organizational Chart**



**Program Summaries-  
General Government**

**General Government - (continued)**

**Budget Highlights**

0011023 CITY CLERK

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
<b>SALARIES</b>							
514000		REGULAR WAGES	\$335,388	\$346,765	\$361,057	\$357,165	\$357,165
515100		OVERTIME	1,705	2,200	2,200	2,200	2,200
<b>TOTAL SALARIES</b>			<b>\$337,094</b>	<b>\$348,965</b>	<b>\$363,257</b>	<b>\$359,365</b>	<b>\$359,365</b>
<b>CONTRACTUAL SERVICES</b>							
531000		PROFESSIONAL FEES AND SERVICES	\$52,347	\$55,000	\$55,000	\$55,000	\$55,000
543000		REPAIRS AND MAINTENANCE	307	400	400	400	400
553000		TELEPHONE	4	50	50	50	50
553100		POSTAGE	4,802	6,600	6,600	6,000	6,000
554000		TRAVEL REIMBURSEMENT	246	250	250	250	250
555000		PRINTING AND BINDING	5,799	5,600	5,600	5,600	5,600
557700		ADVERTISING	1,098	4,300	4,300	4,000	4,000
581120		CONFERENCES AND MEMBERSHIPS	830	845	845	845	845
581135		SCHOOLING AND EDUCATION	620	625	625	625	625
<b>TOTAL CONTRACTUAL SERVICES</b>			<b>\$66,053</b>	<b>\$73,670</b>	<b>\$73,670</b>	<b>\$72,770</b>	<b>\$72,770</b>
<b>SUPPLIES AND MATERIALS</b>							
561800		PROGRAM SUPPLIES	\$249	\$250	\$250	\$250	\$250
569000		OFFICE SUPPLIES	1,768	1,900	1,900	1,900	1,900
<b>TOTAL SUPPLIES AND MATERIALS</b>			<b>\$2,017</b>	<b>\$2,150</b>	<b>\$2,150</b>	<b>\$2,150</b>	<b>\$2,150</b>
<b>TOTAL CITY CLERK</b>			<b>\$405,163</b>	<b>\$424,785</b>	<b>\$439,077</b>	<b>\$434,285</b>	<b>\$434,285</b>

**BOARD OF FINANCE**

Cheryl Thibeault, Chairperson  
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 2018 Major Service Level Accomplishments**

- Board of Finance adopted estimated 2018-2019 budget on May 2, 2018
- Board of Finance and City Council formally adopted 2018-2019 budget in a Joint Board Meeting held May 21, 2018
- Held each monthly meeting with a quorum

**Program Summaries-  
General Government**

**General Government - (continued)**

**Fiscal Year 2019 Major Service Level Goals**

- Adopt the estimated budget for 2019-2020 by April 28, 2019
- Hold all monthly meetings with a quorum
- Review all budgetary requests for the most favorable results for the taxpayers of Bristol

**Budget Highlights**

The \$1,360 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	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
<b>SALARIES</b>							
515100		OVERTIME	\$1,279	\$1,300	\$1,300	\$1,360	\$1,360
<b>TOTAL SALARIES</b>			<b>\$1,279</b>	<b>\$1,300</b>	<b>\$1,300</b>	<b>\$1,360</b>	<b>\$1,360</b>
<b>CONTRACTUAL SERVICES</b>							
531000		PROFESSIONAL FEES AND SERVICES	\$63,600	\$65,570	\$65,570	\$97,130	\$83,000
589100		MISCELLANEOUS	100	100	100	100	100
<b>TOTAL CONTRACTUAL SERVICES</b>			<b>\$63,700</b>	<b>\$65,670</b>	<b>\$65,670</b>	<b>\$97,230</b>	<b>\$83,100</b>
<b>TOTAL BOARD OF FINANCE</b>			<b>\$64,979</b>	<b>\$66,970</b>	<b>\$66,970</b>	<b>\$98,590</b>	<b>\$84,460</b>

**Board of Finance Members:**

Ellen Zoppo-Sassu, Mayor  
 Cheryl Thibeault, Chairperson  
 John Smith, Vice Chairperson  
 Ron Burns  
 Orlando Calfe  
 Jake Carrier  
 Mike LaMothe  
 Marie O'Brien  
 Vacant

**Expiration of Term**

11/2019 ( Elected)  
 06/2021  
 06/2019  
 06/2020  
 06/2021  
 06/2019  
 06/2022  
 06/2022  
 06/2020

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

 <p><b>Cheryl Thibeault Chairperson</b></p>	 <p><b>John Smith Vice Chairperson</b></p>	 <p><b>Ellen Zoppo-Sassu Mayor</b></p>
 <p><b>Ron Burns Commissioner</b></p>	 <p><b>Jake Carrier Commissioner</b></p>	 <p><b>Orlando Calfe Commissioner</b></p>
 <p><b>Mike LaMothe Commissioner</b></p>	 <p><b>Marie O'Brien Commissioner</b></p>	

**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	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
<b>SALARIES</b>							
515100		OVERTIME	\$194	\$420	\$420	\$400	\$400
<b>TOTAL SALARIES</b>			<b>\$194</b>	<b>\$420</b>	<b>\$420</b>	<b>\$400</b>	<b>\$400</b>
<b>CONTRACTUAL SERVICES</b>							
553100		POSTAGE	\$26	\$35	\$35	\$40	\$40
<b>TOTAL CONTRACTUAL SERVICES</b>			<b>\$26</b>	<b>\$35</b>	<b>\$35</b>	<b>\$40</b>	<b>\$40</b>
<b>TOTAL HOUSING CODE BOARD OF APPEALS</b>			<b>\$220</b>	<b>\$455</b>	<b>\$455</b>	<b>\$440</b>	<b>\$440</b>

**DEPARTMENT OF AGING**

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

The Department of Aging Services provides Bristol's senior citizens aged 55 and older (15% 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 include 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. The Executive Director also serves as the Municipal Agent for the Elderly.

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, Bristol Board of Education Pre-School and the Region 19 Probate Court.

**Program Summaries-  
General Government**

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**General Government - (continued)**

**Services and Activities**

AARP Drivers Course	Card Room	Hiking & Biking	Reflexology
Adult cooking	Ceramics Room	Horseshoes	Reiki
Art Room	Chair Caning	Income Tax Assistance	Setback
Balance Testing	Coffee Shop	Lectures	Tai Chi
Benefits Counselling	Community Gardens	Library	Tap Dance
Billiards Room	Computer Room	Line Dance	Thursday Bingo
Blood Pressure Clinic	Cribbage	Lunch Program	Trips & Tours
Bocce	Dental Clinic	Mah-Jong	Tuesday Dance
Boutique	Exercise Classes	Meals on Wheels	Walking Path
Bridge	Fitness Exercise Room	Painting Classes	Wednesday Movies
Brush and Palette	Foot Care Clinic	Pickle Ball	Weekly Dance
Club	Gymnasium	Ping Pong	Wii Bowling
Canasta	Health & Craft Fairs	Photography Club	Wii Golf League
	Hearing testing	Quilting	Woodworking Room
		Rec Room	Zumba

**Fiscal Year 2018 Major Service Level Accomplishments**

The Senior Center was successful in filling 39 community gardens in 2018. 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 accessible 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 350 in 2016. Due to state budget cuts the Farmers Market was canceled in 2017. We have 350 books for distribution for the summer of 2018 and hope to distribute all of them once again.

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 700 seniors traveled with us in 2016. Due to the popularity of our trips we decided to increase our trip offerings. In 2017 we offered 25 trips with 1,150 people traveling with us.

## **Program Summaries- General Government**

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### **General Government - (continued)**

The Senior Center has over 6,500 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 health screenings, too. Monthly entertainment has continued for the seniors which is very well received. The Annual Fall Craft Fair which was a huge success in 2014 is now an annual event. The May Olympics are 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 fitness room continues to grow in popularity, and now has 130 members. The recreation room is active with Wii bowling, Wii golf, video fitness, ping pong and darts. We held our first nonagenarian birthday party celebrating all members who are 90 years of age and older. The dining room was filled to capacity to celebrate with 28 of our members who were 90 or older.

The Senior Center once again 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 iPad. Seniors and students worked together in six week sessions to learn about their devices. The Senior Center and the Bristol Pre-School collaborate on a Reading Buddies program. Seniors are matched up with the pre-school children and read books to them every Tuesday throughout the year. The Senior Center worked with the United Way Youth Board to offer a Senior Prom. High school students from the area high schools helped in organizing and running this special event. 140 seniors enjoyed the night which included a tropical meal, live band and dancing, a photo booth, and of course a king and queen.

The Senior Center and the Bristol Burlington Health District worked together to secure a grant for a new outdoor walking path. This .4 of a mile path loops the building and provides an opportunity for the seniors, and also the Bristol community to come and walk in a safe, accessible location. The grand opening of the walking path was held in May and featured the opening ceremony of the Senior Center Olympics and the Bristol Pre-School Walk for Autism.

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 2019 Major Service Level Goals**

- Reach out to residents aged 55 and older and encourage membership.
- Increase programming that focuses on cognitive thinking.
- Continue to offer intergenerational programs of interest.

**Program Summaries-  
General Government**

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**General Government - (continued)**

**Long-Term Goals and Issues**

- To continue 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.

**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.

<b>PROGRAMS</b>	<b>2016 Attendees</b>	<b>2017 Attendees</b>	<b>2018 Attendees</b>
Classes	1,323	1,807	2,327
Activities	32,711	36,629	38,571
Health Services	2,119	2,145	2,175
Social Services	28,876	31,945	30,641
Special Events/Seminars	4,375	4,412	5,465

<b>NEW MEMBERS</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
	352	407	431	357

**Expenditure and Position Summary**

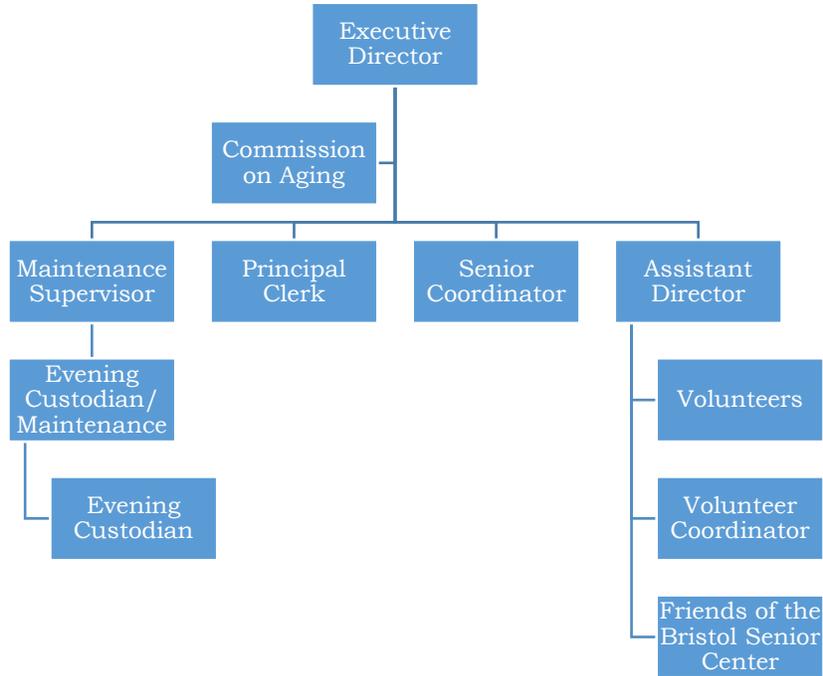
	<b>2017 Actual</b>	<b>2018 Estimated</b>	<b>2019 Budget</b>
Salary Expenditures	\$377,750	\$416,298	\$414,850
Full Time Positions	7	7	7

**Program Summaries-  
General Government**

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**General Government - (continued)**

**Organizational Chart**



**Commission Members**

Teresa Barton, Chair  
 John R. Hartman, Commissioner  
 George Irving, Commissioner  
 Cathy Duck, Commissioner  
 Larry Zbikowski, Commissioner  
 Natale Barrett, Vice Chair  
 Dino Bossi, Commissioner  
 Greg Hahn, City Council Liaison

**Expiration of Term**

03/2019  
 03/2021  
 03/2021  
 03/2020  
 03/2020  
 03/2019  
 03/2020  
 11/2019

**Program Summaries-  
General Government**

**General Government - (continued)**

**Budget Highlights**

0011027 DEPARTMENT OF AGING

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
<b>SALARIES</b>							
514000		REGULAR WAGES	\$344,131	\$361,595	\$379,794	\$375,830	\$375,830
515100		OVERTIME	16,062	16,140	17,459	18,995	18,995
517000		OTHER WAGES	17,557	18,630	19,045	20,025	20,025
<b>TOTAL SALARIES</b>			<b>\$377,750</b>	<b>\$396,365</b>	<b>\$416,298</b>	<b>\$414,850</b>	<b>\$414,850</b>
<b>CONTRACTUAL SERVICES</b>							
541000		PUBLIC UTILITIES	\$97,777	\$110,000	\$110,000	\$110,000	\$105,000
541100		WATER AND SEWER CHARGES	3,770	4,655	4,655	4,100	4,100
543000		REPAIRS AND MAINTENANCE	6,972	7,000	8,430	7,000	7,000
553000		TELEPHONE	818	900	1,330	1,250	1,250
553100		POSTAGE	1,091	1,200	1,200	1,300	1,300
554000		TRAVEL REIMBURSEMENT	909	1,400	1,400	1,200	1,200
581120		CONFERENCES AND MEMBERSHIPS	545	500	500	500	500
585028		BCO- DIAL-A-RIDE PROGRAM	70,172	70,160	70,160	70,160	70,160
585028	18G02	BCO/ADM	0	0	38,184	0	0
<b>TOTAL CONTRACTUAL SERVICES</b>			<b>\$182,055</b>	<b>\$195,815</b>	<b>\$235,859</b>	<b>\$195,510</b>	<b>\$190,510</b>
<b>SUPPLIES AND MATERIALS</b>							
561400		MAINTENANCE SUPPLIES	\$10,173	\$11,000	\$11,000	\$12,000	\$12,000
561800		PROGRAM SUPPLIES	5,945	6,000	6,000	6,000	6,000
562200		NATURAL GAS	31,469	35,000	33,140	34,000	34,000
562300		GENERATOR FUELS	970	1,500	1,500	1,500	1,500
569000		OFFICE SUPPLIES	790	850	850	850	850
<b>TOTAL SUPPLIES AND MATERIALS</b>			<b>\$49,347</b>	<b>\$54,350</b>	<b>\$52,490</b>	<b>\$54,350</b>	<b>\$54,350</b>
<b>TOTAL DEPARTMENT OF AGING</b>			<b>\$609,152</b>	<b>\$646,530</b>	<b>\$704,647</b>	<b>\$664,710</b>	<b>\$659,710</b>

**Program Summaries-  
General Government**

**General Government - (continued)**

**CITY MEMBERSHIPS**

**Service Narrative**

The city memberships budget is for professional services the City participates in. Connecticut Conference of Municipalities (CCM), Naugatuck Valley Council of Governments (NVCOG) and Farmington River Watershed (FRW).

**Budget Highlights**

0011030 CITY MEMBERSHIPS

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
<b>CONTRACTUAL SERVICES</b>							
531000		PROFESSIONAL FEES AND SERVICES	\$25,824	\$25,830	\$25,830	\$26,485	\$0
531001		CCM	0	0	0	0	42,230
531002		NVCOG	0	0	0	0	22,615
531003		FARMINGTON RIVER WATERSHED	0	0	0	0	3,870
<b>TOTAL CONTRACTUAL SERVICES</b>			<b>\$25,824</b>	<b>\$25,830</b>	<b>\$25,830</b>	<b>\$26,485</b>	<b>\$68,715</b>
<b>TOTAL CITY MEMBERSHIPS</b>			<b>\$25,824</b>	<b>\$25,830</b>	<b>\$25,830</b>	<b>\$26,485</b>	<b>\$68,715</b>

**YOUTH SERVICES**

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

**Service Narrative**

Bristol Youth Services is a community-based bureau charged with advocating for youth and centrally coordinating the comprehensive delivery of services. 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 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, substance abuse, violence, cultural intolerance, anti-social, delinquent or self-destructive behavior, and the neglect or abuse of children.

Two primary service areas, characterize the Youth Service Bureau:

## **Program Summaries- General Government**

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### **General Government - (continued)**

#### **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, Advocacy and Resource Development
- Community Coalition Building Employing Prevention Strategies
- Results-based Accountability Management Strategies

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, and Man Up. *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 programs strive to be accessible and culturally responsive. 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, coordination of New Beginnings Back-to-School supplies in collaboration with faith-based organizations and Holiday Gift Giving made possible through community and corporate donations.

### **Fiscal Year 2018 Major Service Level Accomplishments**

- Implemented programs and provided individual and family services to 185 youth to support their wellness, positive development of character and life skills.
- Offered training in Restorative Justice Practices to Juvenile Review Board members and diverted 29 youth from involvement with the court system by implementing alternative interventions to remediate conditions.
- Facilitated employment training for 6 youth to support their school attendance and performance and to mentor students to envision a career and learn skills to enhance their ability to secure competitive employment.

**General Government - (continued)**

- Collaborated on a variety of summer programs to reduce economic isolation and facilitated 167 youth in making constructive use of leisure time.
- Supported youth involvement in advocacy and substance abuse prevention events directly impacting over 2,750 teens.
- Coordinated inter-district educational programming to 232 elementary school students to enhance academic performance and reduce economic and racial isolation.
- Assisted over 500 families with information and referrals to sustain a basic lifestyle by providing support, soliciting donations on their behalf, and bridging them to resources for housing, food, clothing and healthcare.
- Coordinated Holiday Giving and Back-to-School assistance with 14 organizations, groups and private donors reaching 152 children during the holidays and 66 children received Back-to-School supplies.
- Facilitated a Bienvenidos/Welcome group between 13 bilingual resident teens and displaced youth from Caribbean disaster areas.
- Generated additional revenue through grants to sponsor prevention strategies and positive youth development programs.
- Electronically recorded data to generate quantitative reports.

**Fiscal Year 2019 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 services 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 accept referrals from the school system to assess the circumstances of youth who are truant or in violation of school rules and make recommendations to the family, school and the Juvenile Review Board as deemed appropriate and track the progress.
- To coordinate and collaborate with community leaders, providers and citizens to study, document, strategize, advocate and develop 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.

**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 development programs, and outreach to the community.
- To assess situations involving families with service needs related to school issues and delinquency and make recommendations for remediation, support and positive youth development.

**Program Summaries-  
General Government**

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**General Government - (continued)**

- To enhance the administrative and technical support services to meet the demands for reporting requirements.
- To remediate the conditions that cause or lead to substance abuse and homelessness.

**Performance Measures**

**Quantitative:**

Program or Service	2016		2017		2018	
	Number Served	Direct Svc Hrs. Est.	Number Served	Direct Svc Hrs. Est.	Number Served	Direct Svc Hrs.
Juvenile Justice Services	51	716	34	741	29	730
Emotional Wellness and Mental Health Services:						
➤ Individual Youth and Family Counseling and Case Management	28	675	28	675	27	675
➤ Group Work Programs	49	91	42	105	27	87
Teen Pregnancy Prevention	38	12	35	12	36	16
Employment Training	7	138	9	196	6	138
Positive Youth Development Programs (some duplicated)	39	185	91	124	148	311
Collaborative Cultural, Recreational and Vocational Programs	174	84	146	125	122	91
Community Involvement in Program Events	803	26	1,250	20	2,750	60
Family Welfare, Advocacy, Case Management, Service Coordination	29	100	25	116	60	120
Scholarships for Programs, Goods and Services	124	NA	243	NA	104	NA
Awards for Outstanding Accomplishments – Individuals and Groups	18	NA	15	NA	19	NA

**Performance Measures**

**Qualitative:**

A total of 71 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:

- 95% The program was a great experience.
- 94% The staff explained what I needed to do while in the program.
- 92% The staff understood my needs and interests.
- 91% The program was better than I expected.
- 89% Compared to other programs, this one is the best.

**Program Summaries-  
General Government**

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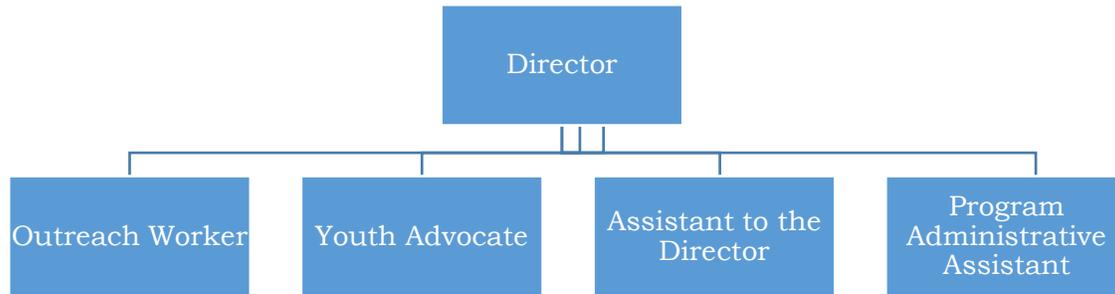
**General Government - (continued)**

Other demographic and quantitative data is being collected and analyzed for a state-wide databank to assess program outcomes with regards to academic growth, school attendance and behavior.

**Expenditure and Position Summary**

	<b>2017 Actual</b>	<b>2018 Estimated</b>	<b>2019 Budget</b>
Salary Expenditures	\$272,802	\$287,425	\$317,860
Full Time Positions	4.5	4.5	5.0

**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**

Kimberly Carmelich, Secretary, Private Youth Provider  
 Matthew Gotowala, Police  
 Ryan Broderick, School Representative  
 Deborah Ahl, Consumer/Citizen  
 Barbara Callahan, Consumer/Citizen  
 Tanya Ledesma, Consumer/Citizen  
 Alison Wadowski, Consumer/Citizen  
 Ethan Grabowski, Youth under 21 years  
 Joy Harris, Youth under 21 years  
 Juan Calderon, Youth under 21 years  
 Joshua Medeiros, City Council Liaison

**Term Expiration**

June 2021  
 June 2020  
 June 2021  
 June 2021  
 June 2019  
 June 2019  
 June 2021  
 March 2021  
 March 2021  
 December 2021  
 November 2019

**Program Summaries-  
General Government**

**General Government - (continued)**

**Budget Highlights**

0011031 YOUTH SERVICES

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
<b>SALARIES</b>							
514000		REGULAR WAGES	\$246,375	\$254,690	\$266,811	\$309,525	\$309,525
515100		OVERTIME	1,500	1,650	1,718	2,010	2,010
515200		PART TIME	20,584	22,505	16,201	3,585	3,585
517000		OTHER WAGES	4,343	2,695	2,695	2,740	2,740
<b>TOTAL SALARIES</b>			<b>\$272,802</b>	<b>\$281,540</b>	<b>\$287,425</b>	<b>\$317,860</b>	<b>\$317,860</b>
<b>CONTRACTUAL SERVICES</b>							
531000		PROFESSIONAL FEES AND SERVICES	\$56,384	\$60,000	\$60,676	\$59,100	\$59,100
531115		JUVENILE REVIEW BOARD COORDINATION	6,244	7,055	7,055	7,060	7,060
531120		PROJECT AWARE	39,147	41,000	41,125	41,125	41,125
531125		JUVENILE DIVERSION	35,663	0	30,000	0	0
531135		ENCHANCEMENT SERVICES	7,550	0	0	0	0
541000		PUBLIC UTILITIES	8,338	8,770	8,770	8,770	8,770
541100		WATER AND SEWER CHARGES	526	480	734	480	480
543000		REPAIRS AND MAINTENANCE	655	725	725	835	835
543100		MOTOR VEHICLE SERVICE	953	1,350	1,350	1,275	1,275
553000		TELEPHONE	1,471	1,440	1,440	1,545	1,545
553100		POSTAGE	200	300	300	250	250
554000		TRAVEL REIMBURSEMENT	392	500	500	660	660
555000		PRINTING AND BINDING	46	350	350	330	330
581120		CONFERENCES AND MEMBERSHIPS	523	525	525	575	575
581135		SCHOOLING AND EDUCATION	771	760	760	900	900
<b>TOTAL CONTRACTUAL SERVICES</b>			<b>\$158,861</b>	<b>\$123,255</b>	<b>\$154,310</b>	<b>\$122,905</b>	<b>\$122,905</b>
<b>SUPPLIES AND MATERIALS</b>							
561400		MAINTENANCE SUPPLIES AND MATERIALS	\$84	\$250	\$250	\$250	\$250
561800		PROGRAM SUPPLIES	549	750	750	750	750
562100		HEATING OILS	5,346	5,850	6,400	6,400	6,400
562600		MOTOR FUELS	831	1,150	1,150	1,000	1,000
569000		OFFICE SUPPLIES	891	1,225	1,225	1,225	1,225
<b>TOTAL SUPPLIES AND MATERIALS</b>			<b>\$7,701</b>	<b>\$9,225</b>	<b>\$9,775</b>	<b>\$9,625</b>	<b>\$9,625</b>
<b>TOTAL YOUTH SERVICES</b>			<b>\$439,364</b>	<b>\$414,020</b>	<b>\$451,510</b>	<b>\$450,390</b>	<b>\$450,390</b>

**INTERDISTRICT COOPERATIVE PROGRAM**

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

**Service Narrative**

*Adventures in Peacemaking & Diversity* brings together 232 young learners from diverse urban and suburban environments to gain a greater understanding and appreciation of cultural diversity while advancing student achievement. Elementary students in fourth and fifth grade from the suburban school, West Bristol and the urban schools, Northend School and Asian Studies Academy, participated in programming designed to fundamentally shift the racial, ethnic and economic isolation experienced by students.

**General Government - (continued)**

Paired sister-classrooms will have three field learning opportunities per school year to provide face-to-face collaborative work during the school year. Letter writing with sister-school pen pals, small group discussion, classroom lessons and in-school support strengthen cultural enrichment and high academic achievement. Additional learning days are offered during school Vacation Workshops twice a year, expanding the program beyond the school calendar for 100-120 students. All students develop skills and form attitudes that will enable successful integration into the diverse environments that await them in the future.

Program lessons align with Common Core State Standards and utilize the researched-based models of Readers and Writers Workshops and Positive Behavioral Intervention and Support (PBIS). The 232 students in 10 participating classrooms learn a common language that emphasizes appreciation of differences and character aspects that are attributable to *“peaceable people.”* Positive, meaningful interactions and relationships between students are encouraged through the implementation of PBIS contracts in classrooms - defining each classroom’s commitment to becoming *“peaceable people.”* Each student is 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 multicultural awareness, social studies and science craft a common base of understanding and enrich curriculum-based learning.

During field-learning experiences, students work with their sister school pen pal to explore and conduct experiments, employing the scientific method and utilizing critical thinking. Experiential learning energizes students and motivates engagement in high-level concepts. 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.

During school vacations, learning is deepened for students who voluntarily participate in theme-based Vacation Workshops during the spring and summer. These workshops engage students in varying learning styles and provide opportunities for diverse peers to work cooperatively while building critical interdisciplinary academic skills. For instance, the *“Peaceable Woods”* Summer Workshop takes place at the Pine Lake Challenge Course and uses experiential learning opportunities to reinforce concepts of habitats, recycling, weather, the water table, the senses, forces in motion, colonization, people and places and passports to travel. This 5-day immersion incorporates *“Challenge by Choice”* philosophy and provides students the chance to exercise mutual support, stretch their leadership muscles and gain greater understanding and empathy for their peers.

Support services to the project provided small groups of students with support groups to practice their decision making and social skills.

**Fiscal Year 2018 Major Service Level Accomplishments**

- Two hundred sixty-two students benefited from enhanced hands-on/experiential science and/or social studies lessons linked to curriculum.
- Each student practiced writing skills through exchanging pen pals letters.
- 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.

**Program Summaries-  
General Government**

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**General Government - (continued)**

- Diverse peers worked cooperatively while building interdisciplinary academic skills and cultural awareness.
- During school vacation in August and June, 32 students participated in a 5-day vacation workshop enhancing their learning and social skills through experiential and outdoor programming at Pine Lake Challenge Course.

**Performance Measures**

**Quantitative:**

<b>Fiscal Year</b>	<b>Grades Served</b>	<b>Number of Students</b>	<b>Direct Service Contact Hours/ Avg. Per Student</b>
<b>2017</b>	3 <sup>rd</sup> - 5 <sup>th</sup>	262	30
<b>2018</b>	4 <sup>th</sup> - 5 <sup>th</sup>	232	30

Funding for the program was significantly reduced and the program was staffed with a part time, rather than full 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 12 to 30 hours each. Over 300 hours was spent on indirect and collateral service time to plan, coordinate, advertise, manage, design and write lessons, collect and analyze data, write reports, train staff, consult with teachers and contact with families.

**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.

<b>Assessment Used</b>	<b>Pre</b>	<b>Post</b>
Survey of Staff ( <i>logs &amp; rubrics</i> )	100%	100%
Survey of Students:	100%	98%
Standardized Tests:	NA	100%
Teacher Made Tests:	0%	50%
Teacher Observations:	66%	91%
Other: RIT/MAP testing and BAS	100%	100%

**Program Summaries-  
General Government**

**General Government - (continued)**

**Qualitative:**

**Summary Results of Assessments and Overall Key Themes:**

The program services began in the second half of the school year after receiving notification of state funding. While faced with diminished funding challenges, and the challenge of having to hire a new part time coordinator, 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.

Also, data was collected from the 4<sup>th</sup>, and 5<sup>th</sup> grade students in Bristol, Hartford 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 of areas. The data appears 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 used to determine if the project is providing its intended services.

**Budget Highlights**

0011033 INTERDISTRICT COOP PROGRAM

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
<b>SALARIES</b>							
514000		REGULAR WAGES	\$0	\$0	\$2,878	\$0	\$0
515100		OVERTIME	3,293	0	1,851	0	0
515200		PART-TIME WAGES	25,444	0	8,736	0	0
<b>TOTAL SALARIES</b>			<b>\$28,737</b>	<b>\$0</b>	<b>\$13,465</b>	<b>\$0</b>	<b>\$0</b>
<b>CONTRACTUAL SERVICES</b>							
531000		PROFESSIONAL FEES	\$2,370	\$0	\$8,458	\$0	\$0
559000		OTHER PURCHASED SERVICES	36,969	0	39,008	0	0
<b>TOTAL CONTRACTUAL SERVICES</b>			<b>\$39,339</b>	<b>\$0</b>	<b>\$47,466</b>	<b>\$0</b>	<b>\$0</b>
<b>SUPPLIES</b>							
561800		PROGRAM SUPPLIES	\$750	\$0	\$0	\$0	\$0
<b>TOTAL SUPPLIES</b>			<b>\$750</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL INTERDISTRICT COOP PROGRAM</b>			<b>\$68,826</b>	<b>\$0</b>	<b>\$60,931</b>	<b>\$0</b>	<b>\$0</b>

## 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, fireworks at the Bristol Blues baseball games and promotional events throughout the City. The Mayor's Arts and Culture Team was recently formed and will be reviewing funding requests for this line item. The City Promotional Activities funding was moved to the Mayor's budget.

### Budget Highlights

**0011034 COMMUNITY PROMOTIONS**

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
<b>CONTRACTUAL SERVICES</b>							
583100		CITY PROMOTIONAL ACTIVITIES	\$4,457	\$5,000	\$9,284	\$5,000	\$0
<b>TOTAL CONTRACTUAL SERVICES</b>			<b>\$4,457</b>	<b>\$5,000</b>	<b>\$9,284</b>	<b>\$5,000</b>	<b>\$0</b>
<b>OTHER/MISCELLANEOUS</b>							
581770		MAYOR'S COMMUNITY PROMOTIONS	\$33,365	\$25,000	\$26,760	\$25,000	\$25,000
581730		MUM FEST	0	50,000	50,000	50,000	50,000
<b>TOTAL OTHER/MISCELLANEOUS</b>			<b>\$33,365</b>	<b>\$75,000</b>	<b>\$76,760</b>	<b>\$75,000</b>	<b>\$75,000</b>
<b>TOTAL COMMUNITY PROMOTIONS</b>			<b>\$37,822</b>	<b>\$80,000</b>	<b>\$86,044</b>	<b>\$80,000</b>	<b>\$75,000</b>

## 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, Cemetery Commission, Charter Revision Commission, Arts & Culture Commission, Commission for Persons with Disabilities, F.O.I Commission, Opioid Task Force, Ordinance Committee, Mayor's Energy Task Force, Real Estate Committee and Transportation Commission.

### Budget Highlights

**0011041 BOARDS AND COMMISSIONS**

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
<b>SALARIES</b>							
515200		PART-TIME WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0
<b>TOTAL SALARIES</b>			<b>\$3,735</b>	<b>\$6,500</b>	<b>\$6,500</b>	<b>\$6,500</b>	<b>\$5,000</b>
<b>CONTRACTUAL SERVICES</b>							
561800		POSTAGE	\$0	\$50	\$50	\$50	\$50
557700		ADVERTISING	326	500	500	500	500
<b>TOTAL CONTRACTUAL SERVICES</b>			<b>\$326</b>	<b>\$550</b>	<b>\$550</b>	<b>\$550</b>	<b>\$550</b>
<b>TOTAL BOARDS AND COMMISSIONS</b>			<b>\$4,061</b>	<b>\$7,050</b>	<b>\$7,050</b>	<b>\$7,050</b>	<b>\$5,550</b>