Bristol, Connecticut

Annual Budget

Fiscal Year 2019

July 1, 2018 – June 30, 2019

Ellen Zoppo-Sassu
Mayor

Prepared by the Comptroller's Office
Diane M. Waldron, Comptroller

CITY OF BRISTOL
CONNECTICUT

City of Bristol
Annual Adopted Budget
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City of Bristol
Elected and Appointed Officials
For Fiscal Year 2019

Executive (Elected)

Mayor **Ellen A. Zoppo-Sassu**
(Member of Board of Finance, City Council and Chairperson of the Joint Board)

Members of City Council (Elected)
7 Members

Council District 1 **Gregory Hahn**
Joshua Medeiros

Council District 2 **Peter Kelley**
Dave Preleski

Council District 3 **Mary Fortier**
Dave Mills

Board of Finance (Appointed)
9 Members

Chairperson **Cheryl Thibeault**
Vice Chairman **John E. Smith**
Commissioners **Ron Burns**
Orlando Calfe
Jake Carrier
Mike LaMothe
Marie O'Brien
Vacant

Board of Education (Elected)
9 Members

Chairman **Christopher C. Wilson**
Vice Chairperson **Karen L. Vibert**
Secretary **Karen C. Hintz**
Commissioners **Jeff Caggiano**
Jennifer Dube
Joe P. Grabowski
Thomas P. O'Brien
Tina Marie Taylor
Kristen M. Giantonio

General Government (Elected)

Registrar of Voters (D)	**Kevin McCauley**
Registrar of Voters (R)	**Sharon Krawiecki**
Treasurer	**Thomas O. Barnes, Jr.**

City of Bristol Component Unit (Entity)

Bristol/Burlington Health District	**Marco Palmeri**

Enterprise Fund

Water Department Superintendent	**Robert Longo**

General Government

Assessor	**Thomas DeNoto**
Acting Tax Collector	**Ann Bednaz**
Purchasing Agent	**Roger Rousseau**
Comptroller	**Diane M. Waldron**
Assistant Comptroller	**Robin Manuele**
Acting Personnel Director	**Linda Milia**
Corporation Counsel	**Wyland Dale Clift**
Town and City Clerk	**Therese Pac**
Department of Aging, Director	**Patricia Tomascak**
Youth and Community Services Director	**Eileen McNulty**
City Planner	**Robert Flanagan**
Planning Secretary and City Engineer	**Ray Rogozinski**
Zoning Enforcement Officer	**Monica L. Holloway**
Police Chief	**Brian J. Gould**
Fire Chief	**Jay Kolakoski**
Civil Preparedness Director	**Harley Graime**
Building and Zoning Official	**Guy Morin**
Director of Public Works	**Walter E. Veselka, III**
Library Director	**Deborah Prozzo**
Superintendent of Parks and Recreation	**Brian J. Wilson**
Bristol Development Authority Director	**Justin Malley**
Assistant Director PWD/WPC Manager	**Sean Hennessey**
Superintendent of Schools	**Susan Kalt Moreau, Ph.D.**

BUDGET AWARD

National Recognition for the City of Bristol's Budget Documents

The City of Bristol's annual budget documents are submitted for review by the Government Finance Officers Association (GFOA). GFOA has established a program for the review of budget documents to ensure that budget documents serve four distinct functions by meeting certain criteria established by career budget officials from throughout the United States and Canada. The four functions that must be met are:

1-The budget must serve as a policy document for elected officials and administration to convey how the organization will operate, and what process will be used to adopt and amend the annual budget.

2-The budget must serve as an operations guide to the departments and agencies that receive funding through the budget. That includes identifying the resources (dollars and staffing) to be provided and the objectives to be met.

3-The budget must serve as a financial plan, divulging all sources of funding and how those sources will be used. The budget should show data for multiple years so that the new budget can be compared with prior year's data.

4-The budget must serve as a communications device to convey essential information to the diverse groups who use budget information - elected officials, the public, the media, other governments, bond rating agencies and investors. This purpose is served through a variety of devices: charts and tables, summary explanations, a glossary, assumptions, policies, etc.

The City of Bristol has received GFOA's Distinguished Budget Presentation Award for its most recent budget document, the FY 2018 Annual Budget, and for the previous nineteen years.

The GFOA award is good for a single year. The City of Bristol believes its FY 2019 budget document will continue to conform with program requirements and will submit the document to GFOA to determine the City's eligibility for another award. Continued participation ensures that documents prepared by City staff continue to convey information in a usable form for the variety of groups that use the budget document.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Bristol
Connecticut

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morrill

Executive Director

The following pages include:

- **The Mayor's Proclamation for the General Fund Budget adopted on May 21, 2018. This is the official statement issued by the Mayor at the end of the budget process and is recorded by the City Clerk as the official language for the General Fund budget adoption.**

- **The October 1, 2017 Grand List as a reference to the City's net taxable property. The Assessor's Grand List includes any exemptions or appeals granted by the Board of Assessment Appeals.**

- **The Mill-Rate Calculation for the 2018-2019 budget. The amounts shown reflect the Grand List and includes an uncollectible tax amount to determine the City's tax revenue collection estimation for the 2018-2019 budget year.**

May 21, 2018

MAYOR ELLEN ZOPPO-SASSU DECLARES BUDGET EFFECTIVE AT MAY 21, 2018 JOINT BOARD MEETING

"WHEREAS, Section 25(l) of the City Charter provides that upon completion of the budget by the Board of Finance, the same shall be submitted to a joint meeting of the City Council and the Board of Finance; and

WHEREAS, the budget as prepared and passed by the Board of Finance was presented to a joint meeting duly called and;

WHEREAS, no revisions were made and the budget was approved at said Joint Meeting;

THEREFORE, the budget as prepared by the Board of Finance, is the budget of the City of Bristol for the fiscal year beginning July 1, 2018 and ending June 30, 2019."

Mayor Zoppo-Sassu presented the official adopted budget for the 2018-2019 fiscal year to Town and City Clerk Therese Pac.

GENERAL CITY TAX RATE OF 36.88 MILLS LAID ON THE GRAND LIST OF 2017

On motion of Council Member Fortier and seconded by Commissioner Smith, it was voted: "That a tax rate of 36.88 mills for personal property, real estate and motor vehicle be laid on the Grand List of 2017 for the General City to wit: $194,409,185 grand list with the first payment due and collectible the 1st day of July, 2018 and the second payment to be due and collectible on the 1st day of January, 2019."

MAYOR OR ACTING MAYOR AND CHAIRMAN OF BOARD OF FINANCE AUTHORIZED TO SIGN RATE BOOKS

On motion of Council Member Preleski and seconded by Commissioner LaMothe, it was voted: "That the Mayor or Acting Mayor and the Chairman of the Board of Finance be authorized to sign the necessary rate books for the Tax Collector."

October 1, 2017 Grand List Post Board of Assessment Appeals

	Gross	Exemptions	BAA Changes	Post BAA
Real Estate	$3,269,121,954	$30,249,778	($193,815)	$3,238,872,176
Personal Property	552,814,040	255,548,825	(155,360)	297,265,215
Motor Vehicle	384,119,454	2,988,035	0	381,131,419
Total	$4,628,077,213	$710,808,403	($349,175)	$3,917,268,810

Net Assessment Freeze	$0
Net Assessment Elderly Program	$60,352,752
Elderly Frozen Taxes	$0
Owner Elderly Benefit (Estimated)	$335,000
Local Veteran Exemptions	$3,602,030
Estimated Enterprise Zone State Reimbursement	$100,000

Real Estate and Motor Vehicle Vet Exemptions, Social Security Disability Exemption, and Enterprise Zone Assessments are included in total exemptions and are reimbursed by the State.

CITY OF BRISTOL, CONNECTICUT
GENERAL FUND MILL RATE RECAP
FOR 2018-2019 BUDGET WITH COMPARISON TO LAST YEAR

	2017-2018 JOINT BOARD APPROVED BUDGET	2018-2019 JOINT BOARD APPROVED BUDGET
GROSS BUDGET	$191,835,815	$194,409,185
LESS ESTIMATED REVENUES	(54,877,885)	($52,422,440)
NET FINANCED BY TAXATION	$136,957,930	$141,986,745

	APPROVED 2017-2018 BUDGET OCTOBER 1, 2016 GRAND LIST			APPROVED 2018-2019 BUDGET OCTOBER 1, 2017 GRAND LIST				
TOTAL NET ASSESSMENT OF NON-ELDERLY EXCLUDING MV	3,464,453,160	X	36.03 MILLS	3,475,784,639	X	36.88 MILLS	124,824,247	128,186,937
PLUS: TOTAL NET ASSESSMENT ELDERLY PROGRAM	62,968,892	X	36.03 MILLS	60,352,752	X	36.88 MILLS	2,268,769	2,225,809
LESS: OWNER ELDERLY BENEFIT							(334,198)	(335,000)
TOTAL NET ASSESSMENT OF MV	383,270,480	X	32.00 MILLS	381,131,419	X	36.88 MILLS	12,264,655	14,056,127
TOTAL							139,023,474	144,133,873
LESS: RESERVE FOR UNCOLLECTIBLES			1.485%			1.485%	(2,065,544)	(2,147,128)
NET TAX REVENUES							$136,957,930	$141,986,745

APPROVED - 2017-2018 BUDGET

NET TAXABLE GRAND LIST, RE & PP ONLY	=	**$3,527,422,052**
DEPT OF HEALTH POPULATION	=	**60,452**
1 MILL	=	**$3,475,040**
MILL RATE	=	**36.03**
NET TAXABLE GRAND LIST, MV	=	**$383,270,480**
DEPT OF HEALTH POPULATION	=	**60,452**
1 MILL	=	**$377,579**
MILL RATE	=	**32.00**

APPROVED - 2018-2019 BUDGET

NET TAXABLE GRAND LIST	=	**$3,917,268,810**
DEPT OF HEALTH POPULATION	=	**60,147**
1 MILL	=	**$3,859,097**
MILL RATE	=	**36.88**

2017-2018 BUDGET

GENERAL PROPERTY TAX AT 36.03 MILL RATE WILL GENERATE $124,875,405 OF REVENUE OR $2,065.70 TAX DOLLARS PER CAPITA COMPUTED AT 70% OF ESTIMATED FULL VALUE = $3.60 PER $100 OF ASSESSED VALUATION AND MOTOR VEHICLE TAX AT 32.00 MILL RATE WILL GENERATE $12,082,525 OF REVENUE OR $199.87 TAX DOLLARS PER CAPITA COMPUTED AT 70% OF ESTIMATED FULL VALUE =$3.20 PER $100 OF ASSESSED VALUATION.

APPROVED - 2018-2019 BUDGET

GENERAL PROPERTY TAX AT 36.88 MILL RATE WILL GENERATE $141,986,745 OF REVENUE OR $2,360.66 TAX DOLLARS PER CAPITA COMPUTED AT 70% OF ESTIMATED FULL VALUE = $3.69 PER $100 OF ASSESSED VALUATION.

Board of Finance
Cheryl Thibeault, Chairman
John Smith, Vice Chairman
Ellen Zoppo-Sassu, Mayor
Ron Burns
Orlando Calfe
Jake Carrier
Derek Czenczelewski
Mike Fiorini
Mike LaMothe

City Council
Ellen Zoppo-Sassu, Mayor
Mary Fortier
Gregory Hahn
Peter Kelley
Joshua Medeiros
Dave Mills
Dave Preleski

City of Bristol

May 2, 2018

BOARD OF FINANCE CHAIRMAN'S BUDGET MESSAGE

TO THE CITY COUNCIL, CITIZENS AND TAXPAYERS OF BRISTOL:

Today we adopt our budget for fiscal year 2018-2019. This budget that provides the necessary services that citizens want, a budget that incents economic growth and vitality, a budget that provides a substantial increase to education, a budget that considers our taxpayers.

The budget before us has a modest .85 mill increase. This follows a 2017-18 budget that had a zero increase. This is achieved through savings in our bonding expenses, smart attrition and combined positions, and our employees have excelled in wellness holding our benefit costs down. We continue to allocate funds to improve city buildings, we have restored funds to street improvements and appropriated capital to replace aging infrastructure and technology. Prudent increases in some departmental budgets were provided where warranted. Additionally we were able to increase the board of education budget by 2.64%.

Breakdown of Increasing Expenditures and Stagnant Revenues

Expenditures

The Board of Finance had to bridge a gap between requests and revenues.

- Requests totaled $200.3 million from the City side and Board of Education. This represented an $8.5 million or 4.44% increase over the current budget.
- The Board of Education requested an increase of $3.2 million or 2.96%. Recognizing that Special Education Costs continue to increase, the recommended additional funding would stabilize the budget while meeting contractual obligations; the Board of Finance reduced this request by only $500 thousand. Subsequently $145 thousand was added back to address school security concerns.
- General City requests were reduced to an increase of $2.8 million or 3.46%

Revenue Decline

Revenues declined by $2.5 million attributable to reductions in state reimbursements.

Transmittal Letter – (continued)

Strategies used in balancing the 2018-2019 budget:

- Use of capital sinking fund established by the Board of Finance with year-end 2017 surpluses for recurring capital items of $775 thousand.
- Recognition of the three pension funds as one invested fund, enabled the city to maintain fully funded pensions and reduce the contribution cost of the city for the next decade. A savings in 2019 of over $3 million.
- Minimal bonding of the Ten-Year Capital Improvement Plan
- Continue to develop and implement fiscal policies to keep the City's bond rating strong.

The Grand List increased slightly from $3.910 billion to $3.917 billion, and our tax collection rate is strong at over 98%.

The initial gap between revenues and expenditures was a 1.56 mill increase to the mill rate and a 5.55% budget increase to start the process.

Capital requests of $1.9 million within the General Fund were reduced by $827 thousand, however $775 thousand was funded out of the Equipment Building Sinking Fund which does not impact the mill rate. Some capital purchases were accelerated to this fiscal year.

Health Insurance increased 2.87% this year for employee health benefits based on the City's consultant's cost projections.

State Budget

We began the year making up a $4 million shortfall ($1 million was from Motor Vehicle tax and $1.8 million was from Sales Tax) in state reimbursements or grants affecting the 2018 budget; and we incorporated like reductions into the 2019 budget.

Summary

Bristol's finances have strong financial management from the Board of Finance, the Mayor and City Council, as well as a very dedicated and efficient Comptroller's Office. We continue to maintain a very strong reserve, which results in favorable ratings by Fitch, Moody's and Standard & Poor's for future borrowing, and we have eliminated the need to rely on fund balance. As we face the uncertainty of the future, we need to prepare for additional impacts from the State budget as well as any potential effects from the federal budget. We need to continue to focus on business growth to attract more companies to our City which would create jobs and increase our Grand List. We need to find synergies between departments to eliminate duplicate duties and spending. We must continue to invest in ourselves by maintaining buildings and roads. We will continue to support and build strong schools but spend money wisely. We need to watch our expenses and correct anomalies when identified. Most importantly we need to work together.

Transmittal Letter – (continued)

ACKNOWLEDGEMENTS

I personally want to recognize every member of this Finance Board for your numerous hours of work on behalf of the citizens of Bristol. Your attendance during evening meetings of public hearings and workshops regarding this budget, in addition to regular meetings shows your enduring voluntary commitment to your City.

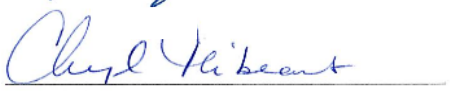
I want to give special acknowledgement to our Comptroller's office. Diane Waldron in her first full budget with Bristol has demonstrated remarkable leadership, ability and talent. We are fortunate to have an equally talented and dedicated staff: Assistant Comptroller, Robin Manuele, Senior Accountant, Skip Gillis, Assistant to the Comptroller, Jodi McGrane and Budget and Accounting Assistant Sharon Chaika.

Thank you to our Department Heads for the time and energy you put forth in preparation and a thank you to your volunteer boards that assisted you in your endeavors. Thank you to the Police and Fire unions for your contribution to the City's stability in being an integral part of the solution in pension funding.

IN CONCLUSION:

The annual budget process is a dynamic process that provides the City of Bristol with the opportunity and means to review past accomplishments and evaluate goals and objectives for the future. The Mayor, the City Council, and Department Heads came together, as a team, at a number of hearings and workshops to address and meet the challenges of this budget year. We will look forward to the successful implementation of this budget and to the challenges of next year's budgetary process.

Respectfully submitted,



Cheryl Thibeault
Board of Finance Chairperson

Comptroller's Budget Message

To the Citizens, Taxpayers, and Businesses of Bristol, Connecticut,

It is my pleasure to present this 2018-2019 budget message and budget document for review. It is the culmination of months of effort on the part of many. Elected officials, citizens appointed to Boards and Commissions of the City, management and staff employees who worked diligently to present this document in its completed format.

This letter provides a concise overview of the City's approved 2018-2019 budget. The budget was approved by the Joint Board of the City Council and Board of Finance on May 21, 2018. The approved budget for all funds is $223,857,541. The General Fund budget, on which the mill rate is primarily based, is $194,409,185. The new mill rate is 36.88 which represents a 0.85 mill rate increase over the prior mill rate of 36.03.

Budget - Early Preparation Stage

The 2017-2018 City adopted budget had not anticipated any reduction in State revenues. However, when the State Budget was finally passed in late fall 2017 the City received a reduction of approximately $2.58 million in anticipated state aid. In addition, the City had set the motor vehicle mill rate at 32 mills anticipating the State would continue with this previously approved cap in the prior year, however when the budget was finally adopted, the 32 mill cap was not sustained but was increased to 45 mills. As a result, this new cap netted an additional reduction in tax revenues of $1.5 million.

The State of Connecticut continues to have serious budgetary structural concerns and continues to project deficits for 2017-18 which has affected the development of the 2018-2019 City of Bristol budget.

Regardless of the reduction in State Aid and the anticipated effect on the 2018-2019 budget all departments were asked to submit budget requests based on what they felt was needed to run their respective departments by Mayor Ellen Zoppo-Sassu. The purpose of this was to encourage a deliberative and meaningful discussion of each department's goals and objectives and the funding needed to accomplish them. Once all requests were in, the Mayor followed up in an overall staff meeting with departments and explained how the State of Connecticut budget, specifically the carry over effect in the reduction of State revenues from the 2018 budget, affected the City of Bristol's budget and mill rate for 2018-2019. She asked that all departments perform another review of their requests, prioritize them and suggest any adjustments that they could recommend be made to their initial requests.

Economic Forecast

Part of the preliminary stages of the budget process includes an Economic Forecast prepared by the City's Purchasing Agent to provide guidance on trends in costs for various commodities used by City departments. Areas addressed include fuel costs, utility pricing, costs for tires, postage and office supplies etc. The Economic Forecast is used year-to-year to provide consistency throughout department budget requests when estimating these operating costs within their budgets. If actual costs are higher than estimated, budgetary adjustments may be made as necessary during budget implementation.

MAJOR HIGHLIGHTS OF THE 2018-2019 BUDGET

Balanced Budget

A significant effort was devoted to adopt a 2019 budget that is balanced fiscally, philosophically and meets the demands of the citizens of the City. It embraces many tenets that are reviewed in this budget message. It is the desire of this administration, through this budget, to advance the quality of life for residents of the City of Bristol.

Overall department requests totaled $200,352,835 representing a 4.44% increase. The Chart below highlights the overall requests:

REQUESTED 2018-2019 BUDGET:

	Adopted 2017-2018	Dept. Request 2018-2019	Increase $	Increase %
General City	$73,056,775	$77,670,140	$4,613,365	6.31%
Debt Service	$8,417,385	$9,050,000	$632,615	7.52%
Education	$110,361,655	$113,632,695	$3,271,040	2.96%
Total General Fund	$191,835,815	$200,352,835	$8,517,020	4.44%

Recognizing that an $8.5 million or 4.44% budget increase was not sustainable the Joint Board approved a budget that totaled $194,409,185 and represents a $2,573,370 or 1.34% increase over the 2017-2018 budget. The General City budget increased 1.43%, Debt Service 5.73% and Education 0.95%, as noted in the chart below.

JOINT BOARD APPROVED BUDGET:

Department	2017-2018 Budget	Adopted 2018-2019	Increase $	Increase %
General City	$73,056,775	$74,097,990	$1,041,215	1.43%
Debt Service	$8,417,385	$8,900,000	$482,615	5.73%
Education	$110,361,655	$111,411,195	$1,049,540	0.95%
Total General Fund	$191,835,815	$194,409,185	$2,573,370	1.34%

The adopted general fund budget by the Joint Board incorporated adjustments/reductions totaling $5,943,650 based on recommendations from the Comptroller's office that were identified through budget discussions with Departments, analyzing historical trends, and projecting needs and costs for the new year as well as recommendations from the Mayor and Board of Finance.

Transmittal Letter – (continued)

In addition, a significant part of the decrease from the department request level was attributable to the elimination of the City Retirement Plan contribution. The City's contribution to the City Retirement fund, (including the BOE amount) was $3,465,274 which was an increase of $855,416 over 2017-2018. Through discussions with the City's actuary, pension attorney, Retirement Board, Board of Finance and Police and Fire unions, it was agreed to consolidate the funding for all three pension funds under one "umbrella". As of June 30, 2017 the Police fund was overfunded by 164%, and the Fire fund 268%. The City was funded at 99.8% which yielded a contribution for the normal cost of the plan. Through consolidation and based on discussion with the actuary and their analysis, it was determined that should investments perform similarly to the past, the City could avoid a pension contribution for at least 30 years. Through consolidation of these three pension funds under one umbrella the proposed appropriation of $3,465,274, the equivalent of approximately 1 mill, could be eliminated. Of this amount $1,863,205 and $1,602,069 were for the City and BOE respectively. This was a major factor in reducing the budget from the department request level to the Joint Board adopted level. The combined funding ratio for the Retirement Fund under one umbrella is 149%.

Revenues:

	2017-2018	**2018-2019**	**Increase/ (Decrease)**	**Increase/ (Decrease)**
ESTIMATED REVENUES:	**BUDGET**	**ADOPTED**	**$**	**%**
Taxes and prior levies	$139,257,930	$144,386,745	$5,128,815	3.68%
Interest and lien fees on delinquent taxes	775,000	775,000	0	0.00%
Licenses, permits and fees	1,126,650	1,185,400	58,750	5.21%
Intergovernmental	47,097,845	44,256,020	(2,841,825)	(6.03%)
Charges for services	2,703,735	2,745,635	41,900	1.55%
Investment earnings	331,000	508,000	177,000	53.47%
Sale of property and equipment	75,000	75,000	0	0.00%
Miscellaneous	465,655	474,385	8,730	1.87%
Operating transfers in	3,000	3,000	0	0.00%
Subtotal	191,835,815	194,409,185	2,573,370	1.34%
Use of Fund Balance	0	0	0	0.00%
TOTAL ESTIMATED REVENUES	**$191,835,815**	**$194,409,185**	**$2,573,370**	**1.34%**

Revenues increased $2,573,370 to balance the adopted appropriations.

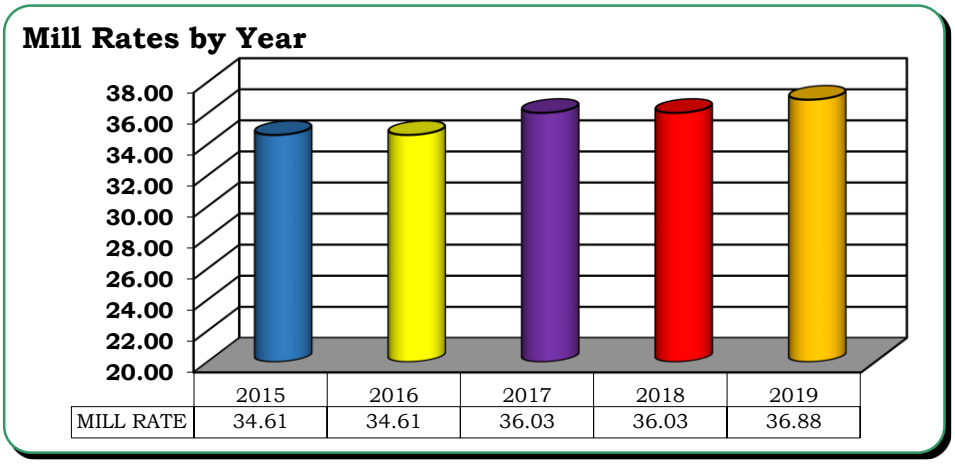
<u>Mill Rate: Result of Budget Deliberations</u>

The 2017-2018 mill rate was 36.03. The mill rate for 2018-2019 is 36.88 mills, a 0.85 mill increase or 2.36%. For the 2017-2018 budget there was no increase in the mill rate from the prior year.

Transmittal Letter – (continued)

Combined tax revenues increased $5,128,815. While the mill rate increased from 36.03 to 36.88 for Real Estate, Personal Property and Motor Vehicles, a significant portion of the tax revenue increase is due to the increase in the motor vehicle mill rate from 32 to 36.88 mills. In the prior year the City's mill rate was adopted based on the State's previously adopted cap on motor vehicles at a rate of 32 mills. This was the legislation in effect at the time the City adopted its budget. It was subsequently increased to 45 mills upon final adoption of the State budget in the fall of 2017. On its own, the increase in the Motor Vehicle mill rate from 32 to 36.03 (the 2017-2018 mill rate) generated approximately $1.5 million in additional taxes over the 2017-2018 tax base.

The City uses a collection rate of 98.515% when calculating the mill rate to allow for estimated uncollectible taxes throughout the year. This allowance is approximately $2.15 million.



	2015	2016	2017	2018	2019
MILL RATE	34.61	34.61	36.03	36.03	36.88

Shown above are the City of Bristol mill rates for the last five budget years

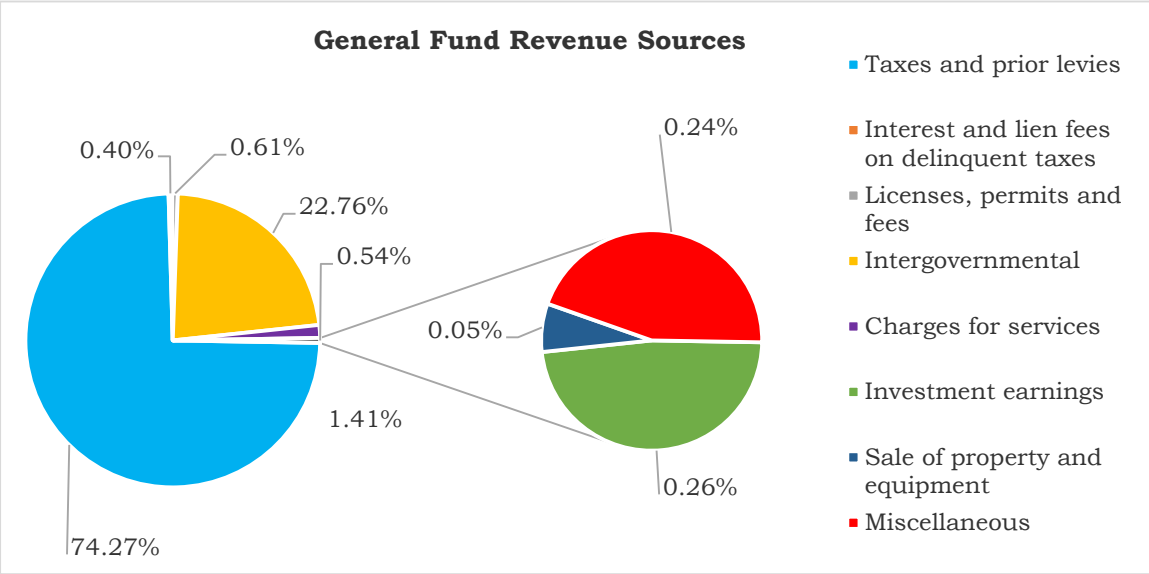
<u>Intergovernmental Revenue</u>

Estimates for State grants decreased in total by $2.84 million. Included in the City's prior year adopted budget was a new revenue sharing grant for Motor Vehicles which was supposed to supplement the revenue loss in the decrease of the mill rate for motor vehicles as a result of the 32 mill cap. The anticipated revenue was approximately $1.095 million for this grant. In addition, Municipal Revenue Sharing in the amount of $1.837 million and an Elderly Circuit Breaker grant in the amount of $0.350 million were also eliminated in 2017-2018. With other slight increases in other grants, Bristol started the 2018-2019 budget process with a reduction in State funding of $2.58 million. Other changes in State Aid included an increase of $410,835 in the Education Cost Sharing grant; an estimate of $150,000 for the Health Public Act grant; the Municipal Stabilization grant of $225,810; and a reduction in the Mashantucket Pequot Grant of $159,435 to net to an overall reduction in State revenues of $2.84 million.

Transmittal Letter – (continued)

Other Revenues and Forecasting

All other revenues of the City are annually forecasted (estimated) based on revenue type, growth or reduction patterns, underlying historical assumptions, as well as revenue reliability and validity of the estimates. The City's forecasting uses a combination of three to five year trend analysis, consensus, and human judgment (as opposed to random guessing) methods. The underlying assumptions for each major source of revenue are identified and documented. The Comptroller's office works closely with department heads responsible for revenue estimates to identify any changes in local, regional, or national economic conditions, citizen demands, as well as changes in professional associations' guidance relative to revenues, and changes in state and local government programs and policies. Changes in the City's political environment are also considered. All assumptions, when identified, must be reasonable, valid, and current. Obviously, obsolete assumptions due to changing conditions are identified and no longer considered. With the exception of Investment Earnings, most current revenue estimates remained flat at prior year levels for the fiscal 2018-2019 budget estimates.



Shown in the graph above are the main categories of revenue in the General Fund and their respective percentages of the budget.

Taxes (74% of all revenues)

The combined current and prior tax levy increased $5,128,815 primarily due to the City having to make up revenues for reductions in State Aid in the prior year as well as the adjustment in the Motor Vehicle mill rate from 36.03 to 36.88. In addition, the City did implement Revaluation for the October 1, 2017 grand list where there were some increases. There was also a slight increase estimated for the prior year tax levies due to the aggressive collection of back taxes. The City of Bristol assumed collection rate is 98.515%. The actual tax collection rate was 98.92% at June 30, 2017 which was a slight increase from the previous year's collection rate of 98.68%.

Transmittal Letter – (continued)

Intergovernmental (23% of all revenues)
Cities rely heavily upon intergovernmental revenues (State and Federal grants) to balance their budgets. Bristol is no exception to that fact. The total State grant revenue budget decreased $2,841,825 as outlined and previously explained.

Investment Earnings

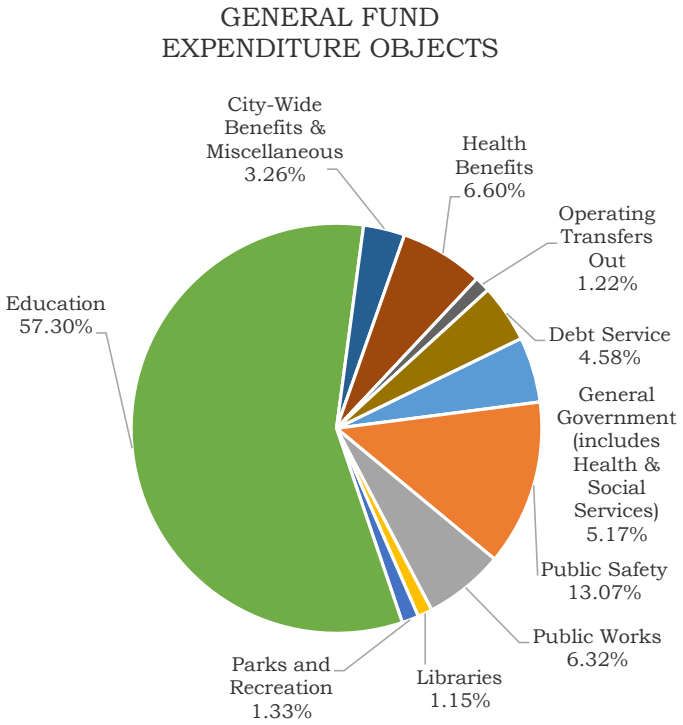
The City has been experiencing an increase in Investment Income over the last couple of years. For the 2017-2018 fiscal year the City anticipates it will earn over $850,000 in investment income, which exceeds the budget estimate of $500,000 +/-. For the 2018-2019 year investment income was increased $177,000 to a total of $508,000. While still relatively below estimates for 2017-2018, the City prefers to monitor trends and implement changes (positive and negative) conservatively.

Other Finance Sources

Use of Fund Balance to balance the operating budget remained at $0 for the third year.

Appropriations (Expenditures):

It is said that budgeting is not an exact science. The structural-balance concept in budgeting seeks to ensure that stable and reliable delivery of public services is the goal of the budget process.



Transmittal Letter – (continued)

The following factors were significant components within the appropriation side of the budget this year:

- The largest increases on the City side were in the following areas:
  - MIS – an increase of 17.74% as a strong effort is being made to devote more resources to technology improvements; in addition salary for an over hire of a position due to an upcoming retirement is included in this budget.
  - Police Department at 3.11% or $481,230 primarily a result of salary increases and union contracts.
  - Fire Department at 4.64% increase or $385,095 primarily due to settlement of union contract wage increases.
  - Parks and Recreation at a 5.87% increase or $143,195 due to increases in repairs and maintenance to maintain facilities as well as salaries due to contractual increases.
- All other controllable appropriations remained at prior levels
- Education funding increased 0.95% to $111,411,195.
- Debt Service increased $482,615 to pay for increased debt service on bonds issued May, 2017.
- Increases to the Internal Service fund primarily for anticipated increases in health insurance claims and related costs.

Capital Outlay requests totaled $1,996,310 on the City side within the General Fund, excluding Board of Education. This amount includes Public Works-Fleet requests of $1,169,000, of which full funding was approved. Of the remaining $827,310, $738,040 was approved for funding through the Equipment Building Sinking Fund.

On a preliminary basis the 10-Year Capital Improvement Plan (CIP), which incorporates the Capital Budget, was reviewed along with the operating budget, in order to incorporate the full impact of the budget on the City's finances. The tab labeled 'Capital Budget Summary' contains the Capital Budget and CIP information for 2018-2019.

PROFILES OF THE APPROVED 2019 OPERATING BUDGET

Even with the appropriation reductions, the City of Bristol's General Fund continues to support the majority of the City's public services including police, fire, public works, general government, parks & recreation, libraries, debt service, and other miscellaneous items. The General City budget increased $1,041,215 or 1.43% while the Board of Education increase $1,049,540 or 0.95%. This results in a net operating budget increase of $2,573,370 or, 1.34%, over the 2017-2018 General Fund approved budget.

OPERATING BUDGET: GENERAL FUND – CITY

The chart below summarizes the City budget by function.

Salaries increased 4.27% over the prior year salary accounts which represents 2.16% of the overall increase in the City budget. The increase is attributable to incorporating 2 years of wage increases (1 year retroactive) negotiated with the City's unions. Without the two year compounding effect this line item is a 2% increase over the prior year wages and represents 1% of the overall City increase.

Transmittal Letter – (continued)

Contractual Services decreased .55%.

Benefits decreased $1.44 million or -33.11% representing a decrease over the prior year of 1.97%. This is attributable to the consolidation of the City's three pension funds and elimination of the pension contribution.

Operating Transfers Out increased $681,740 or 4.61% and represents an overall increase of 0.92% to the City budget. The primary reason for this increase is an increase in the transfer to the Solid Waste Fund from $461,245 to $802,600.

GENERAL FUND - CITY OPERATIONS BY CHARACTER					
	ADOPTED 2017-2018	JOINT BOARD 2018-2019	$ CHANGE	% CHANGE	% OF INC
Salaries	**36,910,030**	**38,485,855**	**1,575,825**	**4.27%**	**2.16%**
Contractual Services	**10,523,250**	**10,465,820**	**(57,430)**	**0.55%**	**0.39%**
Benefits	**4,352,260**	**2,911,320**	**(1,440,940)**	**(33.11%)**	**(1.97%)**
Purchased Professional Service	**85,075**	**164,790**	**79,715**	**93.70%**	**0.11%**
Supplies	**2,959,015**	**2,929,735**	**(29,280)**	**(0.99%)**	**(0.01%)**
Capital Outlay	**1,286,225**	**1,517,220**	**230,995**	**17.96%**	**0.32%**
Other/Miscellaneous	**1,279,810**	**1,231,805**	**(48,005)**	**(3.75%)**	**(0.10%)**
General Insurance	**884,405**	**933,000**	**48,595**	**5.49%**	**0.07%**
Operating Transfers Out*	**14,776,705**	**15,458,445**	**681,740**	**4.61%**	**0.92%**
TOTAL	**73,056,775**	**74,097,990**	**1,041,215**	**1.43%**	**1.43%**

**Operating Transfer Out excludes Debt Service*

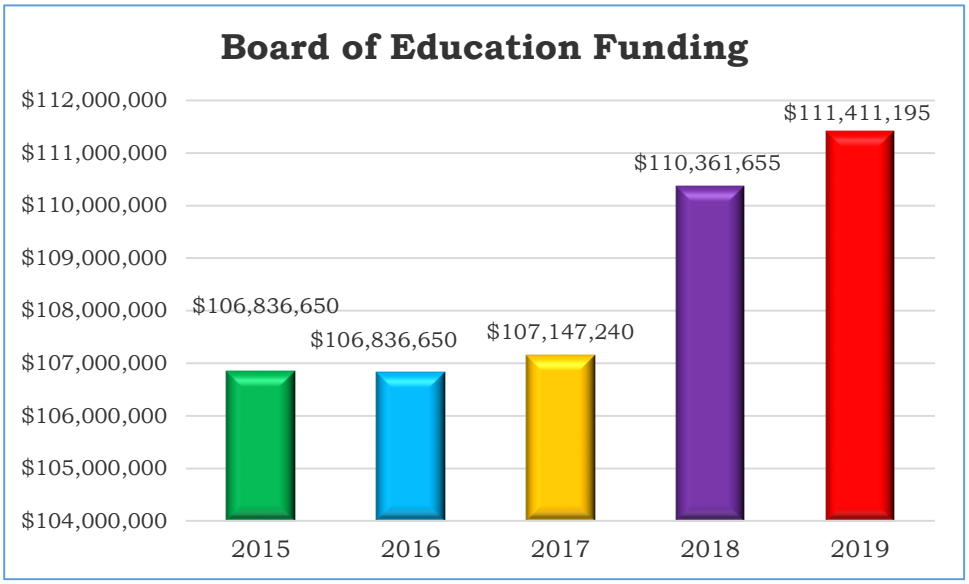
Contingency

Perhaps the most unpredictable yet probably highly favorable budgetary impact account is the General Fund Contingency appropriation. Each fiscal year, City officials "worry" if the funding level will be sufficient to handle emergency expenditures for a bad winter storm year or unforeseen emergencies or opportunities. A Contingency account provides the first line of defense to any potential use of the City's fund balance levels. The Contingency line remained the same at $1,000,000 for 2018-2019.

Transmittal Letter – (continued)

OPERATING BUDGET: GENERAL FUND - EDUCATION

The Board of Education (BOE) Joint Board adopted budget of $111,411,195 is an increase of $1,049,540. State statute mandates a BOE budget, at a minimum must be funded to at least the prior year approved funding level. This is known as the Minimum Budget Requirement, or MBR. The Board of Education has anticipated a deficit in the current year spending of between $0.3-$0.5 million primarily due to increased Special Education Costs. Even with an anticipated additional appropriation it is expected the budget for 2018-2019 will be within the MBR.



Shown above is the Joint Board approved funding for the Board of Education for the last five budget years

In summary, the BOE budget is as follows:

Approved budget 2018-2019	$111,411,195

Other BOE funding sources not affecting the Minimum Budget Requirement (MBR):

Use of Revenue Estimates:	
❖ Tuition Revenue	$154,202
❖ School Building Revenue	$ 77,315
❖ Medicaid Revenue	$244,312
❖ Excess Student Cost Revenue	$4,335,411
Total Other Funding Sources	$4,811,240

Looking at past history, actual revenues have been higher than estimates, therefore the Board of Education may receive more than the $4,811,240 in other funding sources in 2018-2019.

For further commentary on the Education Department's service efforts, please turn to the 'Board of Education' tab.

THE FUTURE OUTLOOK

Long-Term Goals and Objectives
The City faces the challenge of meeting aging infrastructure and equipment needs with limited resources.

With its long-term financial goals and objectives in mind, the City develops and prepares a 10 year Capital Improvement Program (CIP) that is a forward looking, multiyear plan identifying capital projects to be funded during the planning period. The Capital budget represents the first year of the CIP. The CIP and Capital Budget also serve as links to the City's planning process in other ways. The CIP is developed in concert with the City's Comprehensive Land Use Plan, its Debt Management strategy, the City's downtown redevelopment plans, and a multi-year plan to refurbish the City's parks. The City has implemented a process where the 10 year CIP will be reviewed at a minimum on a quarterly basis and more frequently during the budget process. It is felt that more frequent discussion of the City's long range capital needs in concert with the Plan of Development will provide a more deliberative discussion to assist the City in achieving its long term goals.

The City and the Board of Education elected/appointed and respective management have agreed to meet on education related funding matters throughout the fiscal year to gain a mutual understanding of financial situations affecting the educational system and the City's ability to pay for proposed increases. This is a new initiative in the interest of mutual cooperation and understanding.

Financial Goals and Objectives
In addition to the formal long-term planning process, City administration from time to time adopts a set of informal long-term goals and policies. Increasing expenses related to snow removal, fleet replacement and road upgrades are on-going financial problems. A discussion will take place next year to decide if expansion of the policies is warranted.

Non-Financial Goals and Objectives
The City is expected to continue its review of programs and services in light of the rising costs of providing a wide variety of services to the community.

BUDGET DOCUMENT

Much of the format and content of this document changes year-to-year. This is due in part: to changing administrations, changes in local fiscal priorities, changes in State grant funding levels, and certainly economic changes on local, regional and national levels.

In addition, to keep pace with related changes in financial statement requirements, the Government Finance Officers Association (GFOA) Budget Awards Program criteria incorporates annual mandatory changes to the budget document that must be addressed each year by City management and staff and noted on the application for peer review. This is a GFOA Award winning document with regard to the GFOA's criteria. The appropriate changes have been made based on criteria and suggestions from budget award reviewers to match current award standards.

Transmittal Letter – (continued)

I encourage all City Officials and employees to use this document year-round. This document moves beyond the traditional concept of line item expenditure control, and provides information to managers that can lead to improved program efficiency and effectiveness with its format. Under the criteria established by the GFOA Distinguished Budget Award Program, the document is a staff and citizens' useable policy, objective, and goal-orientated document. It focuses budget decisions on results and outcomes, incorporates a long-term perspective and lastly, it is an easy to read and understand communication device for interested parties.

Review and Award Process

After a preliminary screening, eligible budget documents are sent to three independent reviewers, who are members of GFOA's Budget Review Panel. To receive the award, a budget must be judged proficient in all four major award categories as well as all "mandatory" criteria by two of the three reviewers. Those budgets that are rated "outstanding" by all three reviewers in any of four major award categories, receive special recognition. Budgets are categorized by size and assigned to reviewers based on their experience and familiarity with reviewing documents of a similar size. Reviewers operate independently of GFOA officers and staff. The identities of reviewers to whom particular budgets are assigned for review are kept confidential. We believe this budget document will be favorably judged to continue to receive the GFOA's Budget Award on behalf of the City. Every attempt is made by staff to incorporate all past reviewers' suggestions into the current document.

ACKNOWLEDGEMENTS

The annual budget process provides the community with the opportunity and means to review past accomplishments and enunciate collective goals and objectives for the future.

It is with great pleasure that I present this completed and City approved budget to the reader. A conscious effort was made by staff to make it a readable and useable document. Suggestions for improvement are always welcome.

Most City officials believe that once our City budget is approved the process is over for another year. This is far from true. It is actually the start of a 90-day document preparation that includes criteria review, rewriting, proofing, and a finalized cross-checking for accuracy process. With that said, I would be remiss if I did not extend a special thank you to Robin Manuele, Assistant Comptroller, Skip Gillis, Senior Accountant, Sharon Chaika, Budget and Accounting Assistant, and Jodi McGrane, Assistant to the Comptroller, all from the Comptroller's office, for their seemingly endless efforts in continuing to contribute to producing this GFOA award-winning document on behalf of the citizens, taxpayers, and elected and appointed officials of the City of Bristol.

Respectfully submitted,

Diane M. Waldron
Comptroller

Reader's Guide

The **Reader's Guide** provides assistance in using the fiscal **2018-2019 City of Bristol's Budget** document. The primary goal of the Reader's Guide is to facilitate the readability of the budget document and to increase its effectiveness as a communications device between the City of Bristol's government and its citizens. In this section, readers can find answers to frequently asked questions and be directed to other sections of the document to find information such as:

The Budget Document

The contents of tabbed sections in this document are summarized below:

Table of Contents

Provides readers with the type of information, the tabbed location, page number and section.

Transmittal Letters

The Board of Finance Chairperson's Budget Message formally transmits the budget to the Mayor, City Council and citizens. This communication contains summaries of major initiatives within the budget, significant accomplishments, and noteworthy policy issues facing the City. The communication from the Comptroller expands the Chairperson's Budget Message.

Reader's Guide

Provides assistance on how to use the budget document, locate information, staffing levels, budgetary funds, budgetary processes, organizational relationships and includes a profile of the City.

Policy Initiatives

Communicates the City's mission, and major programmatic/financial policies, goals, objectives and accomplishments.

Budgetary Summaries

Provides overviews of all budgetary funds subject to appropriation. Provides revenue and expenditure trends and assumptions with an explanation of major changes for the fiscal year. Schedules, tables and graphs provide summaries of the sources and uses of funds for the prior year actual, current year estimated, and proposed budget year.

General Government

Provides all expenditures for legislative, executive and judicial branches of the City. Also included are expenditures relating to elections, the City Clerk's office and activities relating to the financial administration of the City.

Public Safety

Provides all expenditures for the protection of persons and property, including Police, Fire, Animal Control, Emergency Management and Building Inspection.

Reader's Guide - (continued)

Public Works

Provides expenditure activities associated with the planning, design, development, construction, and maintenance of City structures, which includes roadways, drains, buildings, grounds, vehicles, snow removal, street lights, and solid waste disposal systems.

Health and Social Services

Provides information that includes expenditure activities associated with the conservation and improvement of public health, and all activities designed to provide public assistance for individuals who are economically unable to provide essential needs for themselves. Also included are the enforcement of City and State Health Codes and Ordinances; information on disease prevention, nutrition, and sanitation; community health services through General Assistance payments directly to qualifying individuals; and such human service activities as social and family counseling and referral services.

Board of Education Summary

Provides the funding to support all aspects of the instructional program in Grades K to 12 for all children in Bristol. In addition to the regular instructional programs, opportunities are provided for students to participate in a wide variety of school-sponsored student activities. To support all school programs, the budget further provides for the upkeep and maintenance of school buildings and an administrative building. These facilities are also regularly used by community groups, and support a large number of activities within the City of Bristol.

Libraries

Provides detail of expenditures and revenues used for developing and implementing a full range of library services to meet the needs and interests of the citizens of Bristol. Services offered include book and media collections, professional reference assistance, children's story time, public computers with Internet access, and other special programs.

Parks and Recreation

Provides detail of expenditures and revenues used to provide for maintaining and developing public parks, playgrounds and recreational facilities, and to offer public recreation programs for all ages. Approximately 730 acres of land are available for community groups who sponsor special events and special interest programs.

Miscellaneous

Provides detail of expenditures of all special items not included in any other functions. The categories include retirement benefits, employee benefits, heart and hypertension, general City insurance, all other miscellaneous expenditures, other post-employment benefits, operating transfers out, and public buildings maintenance account.

Reader's Guide - (continued)

Special Revenue Funds

Provides detail of how funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes.

Enterprise Fund

Provides information used to account for the operations of the Bristol Water Department.

Internal Service Fund

Provides information used to account for the operations of the Health Benefit and Workers' Compensation Funds.

Capital Budget Summary

Provides detail for capital projects approved for fiscal year 2019. This section discusses funding sources, debt service, the capital improvements planning cycle, and criteria used to establish priorities.

Debt Management

Provides detail to account for the accumulation of resources for, and the payment of, general long-term and short-term debt for principal, interest and related costs.

Appendix

Provides miscellaneous statistics about the City for the last ten fiscal years and full-time positions for three fiscal years.

Program Summaries Descriptions

The 2018-2019 budget document contains, for the most part, all the information shown below for each department and/or organizational unit. Each department and/or organizational unit is located in the tabs behind the Operating Budget Summary and continues on to the Capital Budget Summary.

Service Narrative

- ✓ Provides a description of each department or unit mission (organization) and scope of service(s) and includes each department head name and department telephone number.

Major Service Level Accomplishments

- ✓ Presents major service level accomplishments performed by each organizational unit.

Reader's Guide - (continued)

Major Service Level Goals

- ✓ Presents major service level goals to be accomplished by the organization for the year. Most service level goals are referenced to the long-term Programmatic and Financial policies in the "Policy Initiatives" tab.

Performance Measures

- ✓ Presents selected quantitative and/or qualitative performance measures of the organization or program. Information is presented for three budget years.

Expenditure and Position Summary

- ✓ Presents expenditures and positions for prior year actual, last year estimated and 2019 budget year.

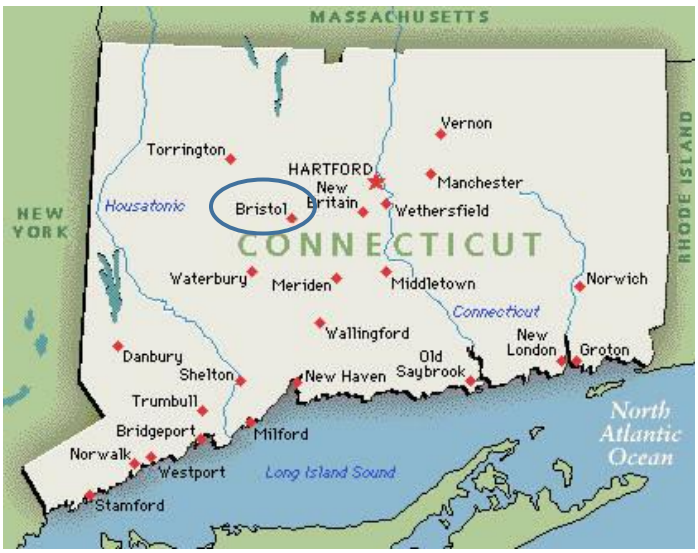
Organizational Chart

- ✓ Presents an organizational chart for certain departments and organizational units within the City.

Budget Highlights

- ✓ Presents the approved budget of the department or organizational unit and lists all budgetary accounts. Information is presented for prior year actual, last year original budget, last year revised budget, current year budget request, and current year approved budget.

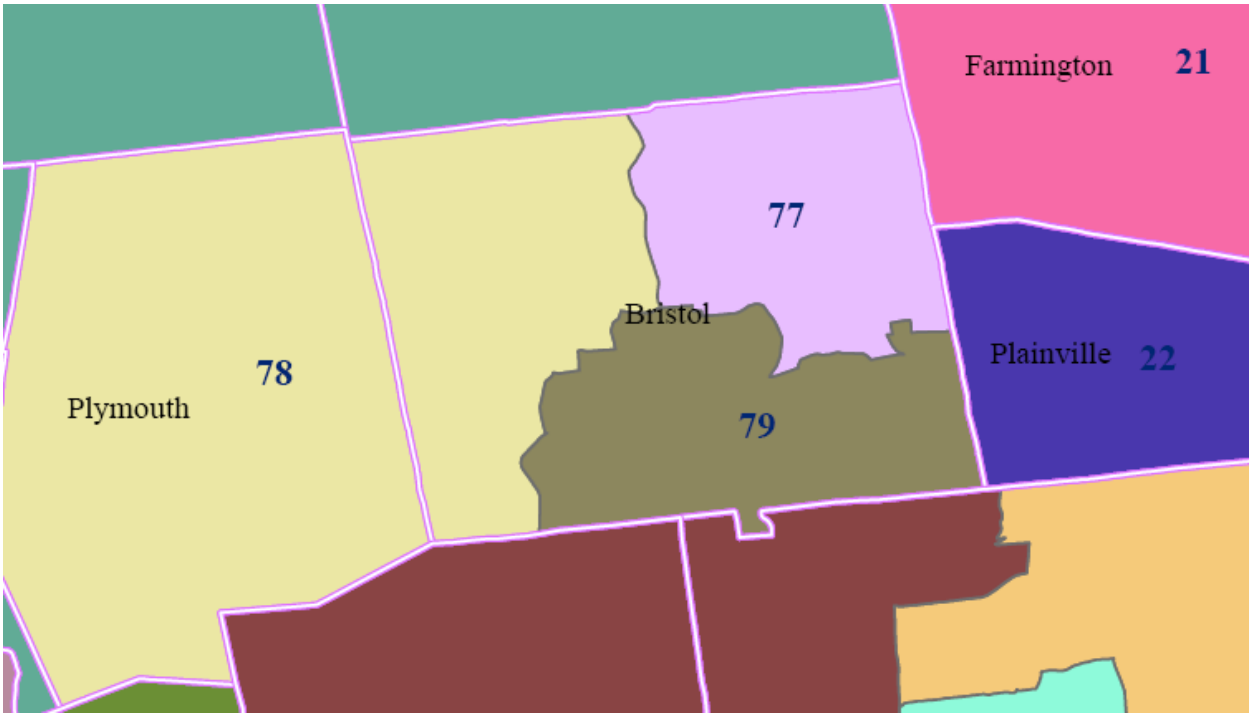
LOCATION OF BRISTOL IN THE STATE OF CT
CITY OF BRISTOL



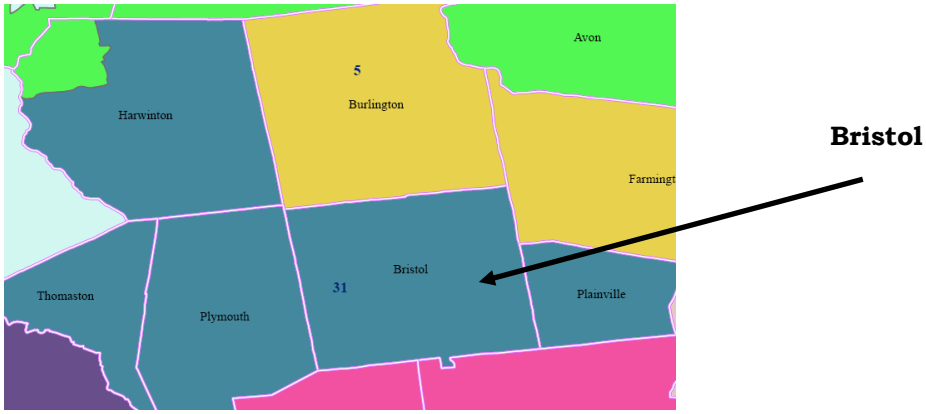
The City of Bristol is shown on the above map highlighted in blue. It is located approximately 100 miles from New York City, New York and approximately 120 miles from Boston, Massachusetts.

Reader's Guide - (continued)

Political Districts



In the map above, the City of Bristol is shown by the State House of Representative Districts. The map is the redistricting of the City in 2012. The City of Bristol is represented by the 77th, 78th and 79th districts. The map below is the City of Bristol's State Senate District. The City is represented by the 31st Senate District that covers Harwinton, Plymouth, Thomaston, Bristol and part of Plainville.



GENERAL INFORMATION ABOUT BRISTOL

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

Historical Background

Bristol, formerly made up of the parishes of New Cambridge and West Britain, was settled in 1785. In 1911, Bristol was incorporated and became known from that time on as the City of Bristol. The City is located in the west central part of the state, sixteen miles from Hartford. The City currently has a land area of 26.60 square miles and a population of 60,147. Once the clock making, ball bearing, and lock manufacturing capital of the United States, the City remains proud of its industrial heritage. The City seal continues to maintain this history by depicting the hands of a clock.

Description of Government

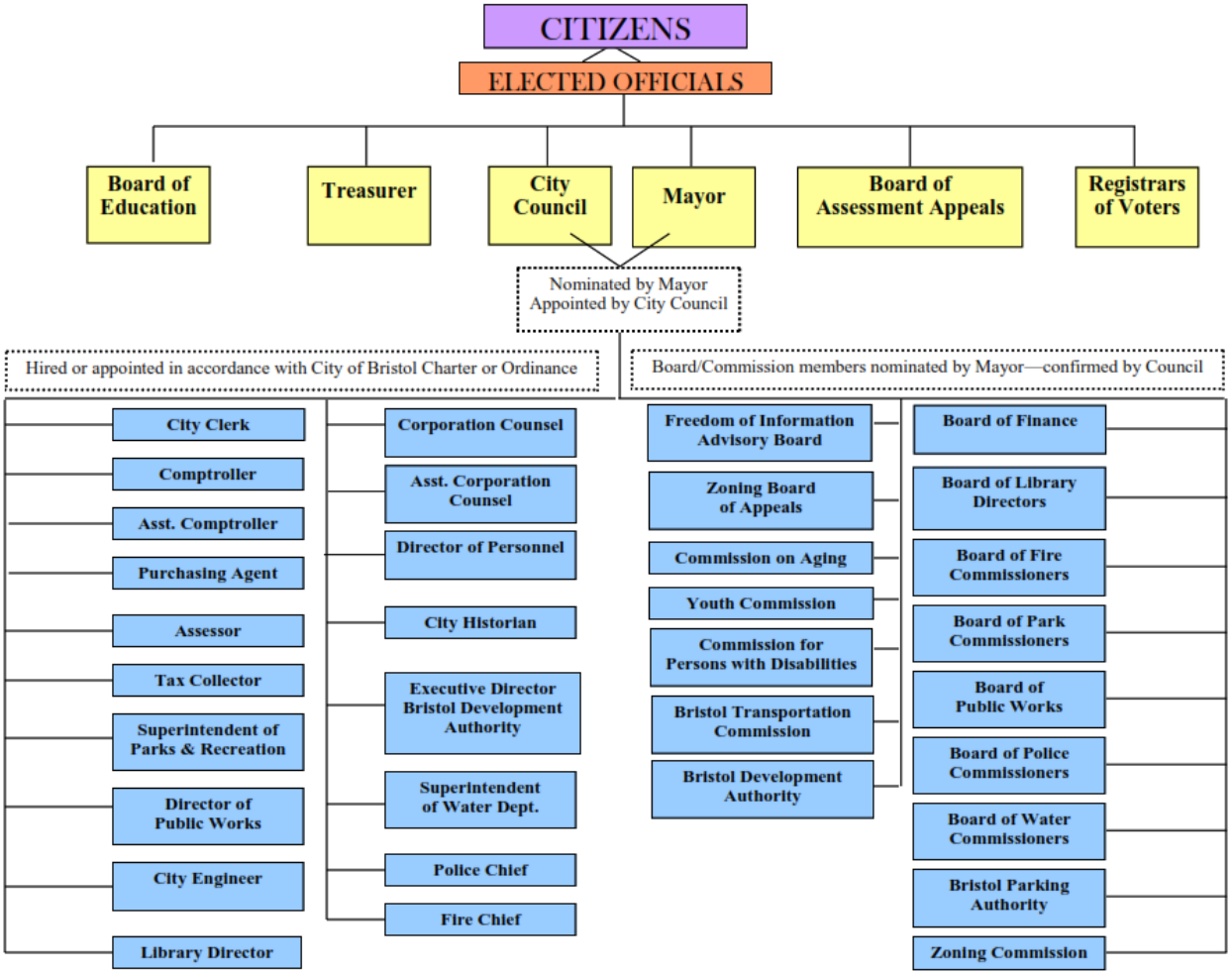
The City was granted its Charter by the legislature in 1911. It established a Council-Mayor form of government with the Mayor as Chief Executive Officer. Amendments have been made to the Charter over the years, with major changes taking place in 1968 through Charter Revision under the Home Rule Act. Currently, the Mayor and six City Council members, (two per district) are elected in odd numbered years on a partisan basis. The Board of Education is comprised of nine members who serve a four-year term. Although the Board of Education's operating budget (in total) must be approved as part of the annual City budget, it operates independently of the City Council. The Board of Finance members, who act as the Board of Estimate and Apportionment of Expenditures for the City, are appointed by the Mayor with City Council approval for four-year overlapping terms. The Treasurer, the two Registrars of Voters, and the Board of Assessment Appeals, are independently elected. All other City officials and members of various boards and commissions are appointed by the Mayor and City Council.

The Joint Board of the City of Bristol is comprised of the members of the Board of Finance, the City Council and the Mayor. Its responsibilities include budget approval, authorization of all additional expenditures to the budget, and approval of any appropriation transfer in excess of $5,000.

The City Council, as the elected representative of the people, sets policy by resolutions or ordinances and directs the Mayor to see that such policies, in addition to the Charter mandates of the City, are carried out.

The City is empowered to levy a property tax on both real and personal property located within its boundaries.

CITY OF BRISTOL
ORGANIZATIONAL CHART



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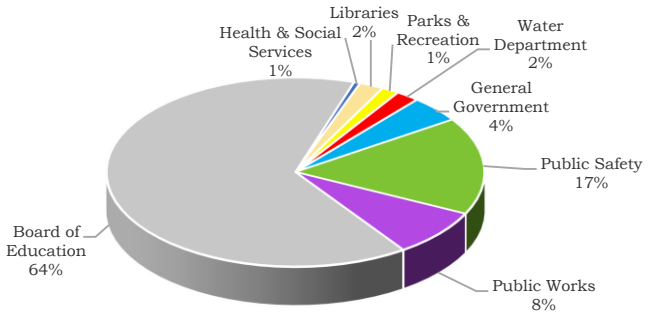
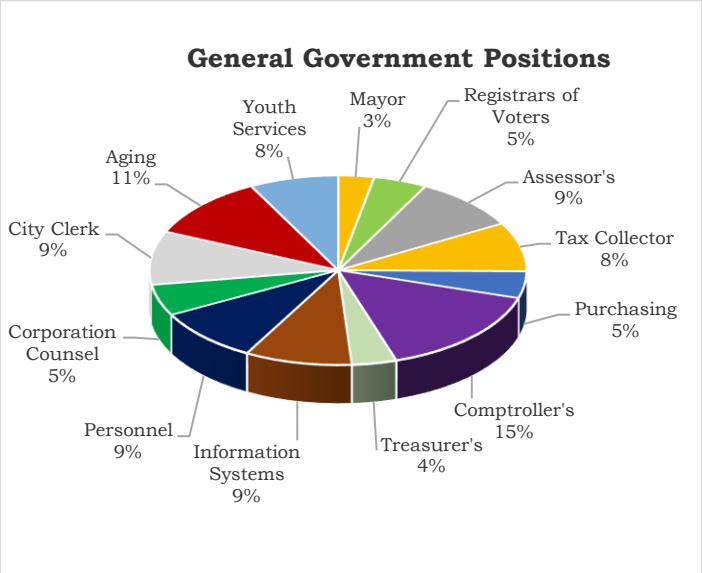
BUDGETED POSITIONS



The graph above illustrates the City of Bristol's workforce by function.
Shown above are 1,486.5 budgeted positions.



Shown to the left is the City of Bristol's General Government workforce. The General Government function is comprised of 65.5 positions for the 2018-2019 budget year.

Reader's Guide - (continued)

City of Bristol
Position Summary

Department	2017	Position Changes 2018	2018	Position Changes 2019	2019
Mayor	2.5	0	2.5	-0.5	2
Registrars of Voters	3	0	3	0	3
Assessor's	6	0	6	0	6
Tax Collector	5.5	0	5.5	0	5.5
Purchasing	3	0	3	0	3
Comptroller's	10	0	10	0	10
Treasurer's	2.5	0	2.5	0	2.5
Information Systems	6	0	6	0	6
Personnel	6	0	6	0	6
Corporation Counsel	3.5	0	3.5	0	3.5
City Clerk	6	0	6	0	6
Aging	7	0	7	0	7
Youth Services	4.5	0	4.5	0.5	5
General Government	**65.5**	0	**65.5**	0	**65.5**
Police Department	147.5	-1	146.5	1	147.5
Fire Department	88.5	0	88.5	0	88.5
Animal Control	2	0	2	0	2
Building Department	8	0	8	0	8
Public Safety	**246**	-1	**245**	1	**246**
Public Works Department	96.5	0	96.5	0	96.5
Water Pollution Control	23	2	25	0	25
Public Works	**119.5**	2	**121.5**	0	**121.5**
Board of Education	**988**	-33	**955**	1	**956**
Bristol Development Authority	6	1	7	-1	6
Community Services	1	0	1	0	1
School Readiness	1	0	1	0	1
Health & Social Services	**8**	0	**9**	-1	**8**
Libraries	**30.5**	0	**30.5**	0	**30.5**
Parks & Recreation	**22**	0	**22**	0	**22**
Bristol Water Department	**37**	0	**37**	0	**37**
Total Full-Time Positions	**1,516.5**	**(30)**	**1,485.5**	**1**	**1,486.5**

The fiscal year 2018-2019 budgeted positions are funded primarily through the General Fund budget of the City of Bristol. There are several positions that are funded through Special Revenue Funds. The Sewer Operating and Assessment Fund accounts for positions within the fund supported by user fees charged directly to users of the sewer services. Any staffing or position changes will be highlighted in the Operating Budget Summary or throughout individual department summaries. A three year history of staffing levels and changes is provided in the Appendix section of this documents.

Reader's Guide - (continued)

THE CITY OF BRISTOL'S BUDGETARY PROCESS

The City of Bristol's budget cycle generally begins each December preceding the beginning of the fiscal year (July 1). Formal conclusion of the process occurs either on the third Monday of May, or the first Friday of June if the Mayor declares an economic emergency, at which time the Joint Board (the Board of Finance and City Council) holds a special meeting dedicated to budget adoption. The budget becomes operational on the July 1st following the special Joint Board meeting.

	Board of Finance
November	Budget Calendar is presented and approved by the Board of Finance.
	Mayor's/Comptroller's Offices
December	Meet and hold orientation meeting with departments. Budget forms are submitted to departments/organizations as well as budget guidelines.
	Comptroller's Office
January	Receive completed budget requests and start to compile listing of departments. *Completed budgets were submitted by January 19, 2018.*
	Comptroller's Office
January through March	Comptroller's staff meet with department heads regarding their requests. *These meetings were held January through March 2018.* Budget hearings are held with the Board of Finance so each department can justify their requests for the new budget year. *These hearings were held between February 21 and March 28, 2018.*
	Board of Finance
April*	Special Board of Finance meeting is held to adopt the new fiscal year budget and to submit it for a special meeting of the Board of Finance and City Council. *The budget was adopted by the Board of Finance on May 2, 2018.*
	City Council/Board of Finance
May*	Special meeting of the City Council and Board of Finance (Joint Board) is held to officially adopt the budget for the next fiscal year that begins on July 1st. *The Joint Board adopted the budget on May 21, 2018.*

**The Mayor may declare an economic emergency due to an expected delay in receiving the City's anticipated municipal grant funding allocation from the State of Connecticut or for other reasons caused by economic conditions. Upon such declaration, the aforesaid date of the third Monday of May shall be the first Friday of June.*

Reader's Guide - (continued)

Budget Cycle Descriptions

1. During November, the Comptroller's office prepares a budget schedule and submits this schedule to the Board of Finance for approval. This calendar is used as a guideline for the new year's budget process.

2. Between November and December, the Comptroller's office, working with the Mayor's office, develops budget guidelines for departments to follow for the next budget year.

3. The Purchasing Department prepares an economic forecast for the Comptroller's office to include as part of the final guideline package. This economic forecast helps guide departments on various prices on various commodities including fuel and electricity.

4. In December, the departments and organizations of the City of Bristol are called together to meet with the Mayor as the guidelines are transmitted and explained to the departments. At this time, timelines as well as budget submission dates are given to each department and organization.

5. During the third and fourth weeks of January, the Comptroller's office begins to receive departmental requests and enters the information into a central budget administration program to start compiling all the requests for the new year.

6. By mid-February, all departmental and organizational requests have been received by the Comptroller's office and a final bottom line budget is received for each budgeted fund.

7. The Comptroller's office submits budget hearing schedules to departments and organizations by the end of February showing the dates these departments and organizations will need to appear before the Board of Finance to explain their budget requests for the upcoming year.

8. The Mayor's office in conjunction with the Comptroller's office sets up meetings between February and April to meet with each department head individually to review each budget request submitted.

9. Budget hearings take place between February and March with the Board of Finance. After the hearings, budget workshops take place where budgets are reviewed and recommendations are made to either increase or decrease the requested budgets. Once the workshops are completed, a final Board of Finance Budget Estimate is compiled.

10. The Board of Finance holds a special meeting usually by the fourth Tuesday in April, to adopt the Budget Estimate for the next fiscal year beginning on July 1st.

11. The Approved Board of Finance Budget Estimate is submitted for approval to a special meeting of the Joint Board (Board of Finance and City Council) that is to be held by ordinance either by the third Monday of May or the first Friday of June if the Mayor declares an economic emergency.

    Once adopted, the mill rate is established for the budget that begins on July 1st.

Reader's Guide - (continued)

12. After the budget is formally adopted, budget documents are distributed to the departments for budget implementation in July. During the fiscal year, the budget staff monitors and reviews budgetary and revenue activities for the current year and monitors expenditure projections for the upcoming fiscal year.

General Budgetary Controls

The City of Bristol maintains budgetary controls to assure compliance with provisions in the annual appropriated budget adopted by the Joint Board. Appropriations are legislated at the department level by object of expenditure and sometimes by project. Appropriation control is maintained through the accounting system and reservation of specified appropriations.

The Board of Finance is authorized by City Charter to make budgetary transfers of $5,000 or less between all line items. Transfers over $5,000 require Joint Board approval (Board of Finance and City Council).

Budgetary status information is available to all departments within the City of Bristol through its on-line accounting system. Various reports provide information such as year-to-date budget reports containing revenue and expenditures. Monthly reports are given to the Joint Board for their review to assure that budgetary compliance is taking place and to plan for upcoming fiscal years.

Performance Measurement

Service level performance is evaluated through a variety of indicators outlined below:

- Citizen feedback - includes meetings and surveys with the citizens of Bristol.
- Media feedback - includes information and communications from the media.
- Internal program evaluations - performance evaluations initiated by the Mayor, City Council, or department heads to evaluate programs and services offered to the citizens.
- External program evaluations - performance evaluations commissioned by outside agencies that evaluate certain services offered to the citizens of Bristol.

In addition, other tools such as management by observation, awards and competitive grant funding are used in measuring the City's service level performance.

The results of these performance indicators and tools are reflected throughout the budget, operating and capital, and are an integral component of the City's policy and budgetary process.

Reader's Guide - (continued)

Budgetary Basis Fund Structure Overview

- **Governmental funds –** Most of the City's basic services are reported in governmental funds, which focus on how money flows into and out of those funds and the balances left at year-end that are available for spending. These funds are reported using an accounting method called modified accrual accounting, which measures cash and all other financial positions that can readily be converted to cash. The governmental fund statements provide a detailed short-term view of the City's general government operations and the basic services it provides. Governmental fund information helps you determine whether there are more or fewer financial resources that can be spent in the near future to finance the City's programs. The relationship (or differences) between governmental activities (reported in the statement of net position and the statement of activities) and governmental funds is described in a reconciliation at the bottom of the fund financial statements.

- **Proprietary funds –** When the City charges customers for the services it provides, whether to outside customers or to other units of the City, these services are generally reported in proprietary funds. Proprietary funds are reported in the same way that all activities are reported in the statement of net position and the statement of activities. In fact the City's enterprise fund (The Bristol Water Department - a component of proprietary funds) is the same as the business-type activities reported in the government-wide statements, but provide more detail and additional information, such as cash flows, for proprietary funds. This fund is budgeted on the full accrual basis. Not only are expenses recognized when a commitment is made, but revenues are also recognized when they are earned by the City. Internal service funds (the other component of proprietary funds) are used to report activities that provide supplies and services for the City's other programs and activities – such as the City's Health Benefit and Workers' Compensation Internal Service Fund.

- **Fiduciary funds –** The City is the trustee, or fiduciary, for its employees' pension plans. It is also responsible for other positions that, because of a trust arrangement, can be used only for the trust beneficiaries. All of the City's fiduciary activities are reported in separate statements of fiduciary net position and changes in fiduciary net position. These activities are excluded from the City's other financial statements because the City cannot use these positions to finance its operations. The City is responsible for ensuring that the positions reported in these funds are used for their intended purposes.

  The flow of economic resources measurement focus and the full accrual basis of accounting is used. Exceptions to this general rule include prepaid expenses which are not recorded and principal and interest on general long-term debt, which are recognized when due.

  Agency Funds are accounted for using the modified accrual basis of accounting for their position and liabilities.

  The annual operating budget for the General Fund is adopted on a basis consistent with GAAP, except for encumbrances.

  The budget is prepared on the modified accrual basis, except for encumbrances, by function, activity and object. Expenditures may not legally exceed appropriations at the object level within a department.

Reader's Guide - (continued)

The Comprehensive Annual Financial Report (CAFR) shows the status of the City's finances on the basis of Generally Accepted Accounting Principles (GAAP). In most cases, this conforms to the way the City prepares its budget. Exceptions are the treatment of compensated absences (accrued but unused sick, vacation, and other approved leave) which are treated differently in the budget than in the CAFR.

Fund Structure

There are a total of eleven funds that are appropriated each fiscal year. They are: the General Fund; seven Special Revenue Funds comprised of the Community Development Act, Sewer Operating and Assessment Fund, Solid Waste Disposal Fund, School Lunch Program, Pine Lake Challenge Course, LoCIP Projects and Transfer Station Fund; the Internal Service Fund; the Capital Projects Fund and the Enterprise Fund – Bristol Water Department. Of these budgeted funds, three qualify as major funds which are defined as any fund whose revenue or expenditures, excluding other financing sources and uses, constitute more than 10% of the revenues or expenditures of the appropriated budget. A fund can also be declared major if the government's officials feel a fund is of particular importance to financial statement users. The breakdown of the City's fund structure is as follows:

Major Governmental Funds

General Fund - This fund is used to account for the general operating activities of the City. General Government, Public Safety, Public Works, Health & Social Services, Education, Libraries, Parks & Recreation, Debt Service and Miscellaneous are financed through property taxes, state and federal (intergovernmental) revenue, charges for services, interest income, licenses and permits and other revenues.

Capital Projects Fund - This fund contains four sub-capital project funds consisting of school construction, two capital and nonrecurring funds and a general capital projects fund. These funds address the City's needs relating to the acquisition, renovation, and construction of facilities and systems. The projects are financed by pay-as-you-go financing, state and federal grants, loan proceeds and debt financing.

Major Proprietary Fund

Enterprise Fund – The Bristol Water Department is the City's sole enterprise fund. This fund accounts for services provided to City of Bristol residents by the Bristol Water Department. The fund revenues come from user fees charged to users of the Water Department's services.

Nonmajor Governmental Funds

Community Development Act - This fund accounts for the activities of the Bristol Development Authority. Its funding sources are the General Fund for the City-share costs and federal funding for the Community Development Block Grant. The majority of the funding is from the federal government.

Sewer Operating and Assessment Fund - This fund accounts for the activities of the Water Pollution Control Division. It is financed through service charges and user fees.

Reader's Guide - (continued)

Solid Waste Disposal Fund - This fund accounts for the disposal of the City's solid waste collected by the Solid Waste division in Public Works. It is financed by the General Fund and charges to private haulers that use the City's Solid Waste program. Additionally, the fund uses interest earnings to offset the costs for City expenses.

School Lunch Program - This fund accounts for the activities of the Bristol School Lunch program. It is financed through the sale of school lunches and grants from the State of Connecticut and Federal government.

LOCIP Projects Fund - This fund accounts for Capital Projects and Capital Outlay items purchased using LOCIP grant funds. The State of Connecticut's annual allocation has been in the range of $475,000-$500,000.

Pine Lake Challenge Course - This fund accounts for the activities of the Pine Lake Challenge Course operated by Bristol Youth Services. It is financed through charges for services.

Transfer Station Fund – This fund accounts for the activities of the Transfer Station operated by Public Works. It is financed through the City's Pay As You Throw program fees.

Nonmajor Proprietary Fund

Internal Service Fund – This rollup of funds contains three separate funds, the first of which is Health Benefits-Self Insurance. This fund accounts for the health benefits offered to City of Bristol employees. The revenues of the fund come from the General Fund, Enterprise Fund, various special revenue funds, employee cost sharing contributions, interest income and contributions from the Bristol Burlington Health District who participate in the City's health plan. There are also two Self Insured Workers' Compensation Funds differentiated by "Old" and "New". The old fund accounts for workers' compensation claims between 1985 and 1988. The fund will remain open until all claims have been settled. The fund revenues come from unrestricted fund assets and interest earnings. The new fund is funded by transfers from the General Fund and Sewer Operating and Assessment Fund and contributions from the Bristol Water Department.

FUNCTIONAL RELATIONSHIPS

This chart illustrates the relationship between the various functional units used for budgeting and the fund structure used for financial reporting.

	Operations Accounting Funds									
Department/Division	**General City**	**Solid Waste**	**BBHD**	**Community Development Act**	**Sewer Operating and Assessment**	**Transfer Station**	**School Lunch Program**	**Enterprise Fund**	**Pine Lake Challenge Course**	**Grants**
Function: General Government										
City Council	●									
Mayor	●									
Probate Court	●									
Registrars of Voters	●									
Assessor	●									
Board of Assessment Appeals	●									
Tax Collector	●									
Purchasing	●									
Comptroller	●									
Treasurer	●									
Information Systems	●									
Personnel	●									
Corporation Counsel	●									
City Clerk	●									
Board of Finance	●									
Housing Board Code of Appeals	●									
Department of Aging Services	●									
City Memberships	●									
Youth Services	●									
Pine Lake Challenge Course									●	
Interdistrict CoOp Program- Youth	●									●
Community Promotions	●									
Boards and Commissions	●									
Function: Public Safety										
Police Department	●									
Fire Department	●									
Animal Control	●									
Emergency Management	●									
Building Inspection	●									
Function: Public Works										
Administration	●									
Engineering	●									
Land Use	●									
Building Maintenance	●									
Streets	●									
Solid Waste	●	●				●				
Fleet Maintenance	●									
Snow Removal	●									
Major Road Improvements	●									
Railroad Maintenance	●									
Other City Buildings	●									
Composting	●									
Permanent Patch Utility Trenches	●									
Line Painting	●									
Street Lighting	●									
PW Fleet	●									
Water Pollution Control					●					
Transfer Station						●				

Reader's Guide - (continued)

	Operations Accounting Funds									
	General City	Solid Waste	BBHD	Community Development Act	Sewer Operating and Assessment	Transfer Station	School Lunch Program	Enterprise Fund	Pine Lake Challenge Course	Grants
Function: Health and Social Services										
Community Services	●									
Bristol/Burlington Health District	●		●							
Health and Social Service Outside Agencies	●									
Cemetery Upkeep	●									
School Readiness Program	●									●
Bristol Development Authority	●			●						●
Function: Education	●									●
School Lunch							●			●
Function: Libraries										
Main Library	●									
Manross Library	●									
Library Bequest	●									
Function: Parks and Recreation	●									
Function: Debt Service	●									
Function: Miscellaneous										
Retirement Benefits	●									
Employee Benefits	●			●	●	●	●	●		●
Heart and Hypertension	●									
Insurance	●									
All Other	●									
Other Post Employment Benefits	●									
Operating Transfer Out	●									
Public Buildings	●									
Function: Enterprise Fund								●		

Reader's Guide - (continued)

GLOSSARY OF TERMS

- **ACCRUAL BASIS OF ACCOUNTING -** all flows of resources (and thus all changes in net assets) during the year are recorded regardless of whether they involve cash flowing in or out of the government.

- **ACTIVITY -** a summary level budget organization which has a specific purpose or intention and is comprised of one or more operational units identified in decision packages which have common goals or objectives established to attain the activity's stated purpose. Activities often correspond to formal organizational divisions within an agency or budget unit.

- **AMENDMENT -** a revision of the adopted budget that, when approved by the legislative body, replaces the original budget. Amendments to budgets occur frequently throughout the fiscal year as spending priorities shift.

- **ANNUAL BUDGET -** a budget applicable to a single fiscal year.

- **APPROPRIATION -** a legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and time it may be expended.

- **ARBITRAGE -** the reinvestment of the proceeds of tax-exempt securities in materially higher yielding taxable securities.

- **ASSESSED VALUE -** the valuation set upon the City's real property using 70% value as a base.

- **ASSETS -** resources owned or controlled by a government, as a result of a past transaction or other event, that have a recognizable monetary value.

- **ASSIGNED FUND BALANCE –** the portion of fund balance that reflects the City's intended use for a specific purpose.

- **AUTHORIZED POSITIONS -** employee positions, which are authorized in the adopted budget, to be filled during the year.

- **AUDIT -** a comprehensive review of the manner in which the City's resources were actually utilized. The main purpose of an audit is to issue an opinion on the fair presentation of the financial statements and to test the controls over the safekeeping of assets while making recommendations for improvement where necessary. The City's annual audit is conducted by independent auditors.

- **BALANCED BUDGET -** all of the City's estimated sources of revenues, including uses of fund balances, equal expenditure appropriations for the fiscal year.

- **BALANCE SHEET -** the financial statement disclosing the assets, liabilities and equity of an entity at a specified date in conformity with GAAP.

Reader's Guide - (continued)

- **BASIS OF ACCOUNTING -** a term used to refer to when revenues, expenditures, expenses and transfers - and the related assets and liabilities are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing of the measurements made regardless of the nature of the measurement. Bristol uses the modified accrual basis.

- **BOARD OF EDUCATION -** the Board of Education is the elected body responsible for developing educational policy for the Bristol Public School system. It is a nine-member body whose members are elected every four years.

- **BOARD OF FINANCE -** the Board of Finance is the appointed body (9 members, including the Mayor) responsible for selecting the City's independent auditor, reviewing budgets from the Board of Education and City Departments, soliciting public comments 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.

- **BOND -** a written promise to pay a specified sum of money (called the face value or principal amount), at a specified date or dates in the future, i.e. maturity date(s), together with periodic interest at a specified rate. Sometimes, all or a substantial portion of the interest is included in the face value of the security.

- **BOND ANTICIPATION NOTE -** short-term interest bearing note issued by a government in anticipation of bonds to be issued at a later date. The notes are retired from proceeds of the bond issue to which they are related.

- **BUDGET -** a financial plan for a given fiscal year showing revenues and expenditures for different funds of the City.

- **BUDGET DOCUMENT -** the instrument prepared by the Comptroller's office of the City of Bristol to present a comprehensive financial program to the Board of Finance and City Council for consideration and adoption.

- **BUDGET YEAR -** the fiscal year of the City which begins on July 1 and ends on June 30.

- **CAPITAL ASSET -** land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, infrastructure and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.

- **CAPITAL BUDGET (CB) -** the Capital Budget is the first year of a ten-year Capital Improvement Program. It includes all equipment or facility improvements or modifications for both the City Government and Board of Education costing more than $100,000 and having a life expectancy of more than five years.

- **CAPITAL EXPENDITURES -** Expenditures that result in the acquisition of or addition to capital assets

- **CAPITAL IMPROVEMENT PROGRAM (CIP) -** a plan for capital outlay to be incurred over ten years to meet capital needs arising from the long-term work program. It sets forth each contemplated project or outlay and specifies the resources or funding estimated to be available to finance them.

Reader's Guide - (continued)

- **CAPITAL PROGRAM -** a plan for capital expenditures to be incurred each year over a fiscal period of years to meet capital needs arising from the long-term work program or other capital needs. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditures.

- **CAPITAL PROJECT -** a Capital Improvement Program project or equipment costing more than $100,000 and having a life expectancy of more than five years.

- **CASH ACCOUNTING -** a basis of accounting under which transactions are recognized only when cash is received or disbursed.

- **COMMUNITY DEVELOPMENT BLOCK GRANT -** (CDBG) is an annual Federal grant received from the Department of Housing and Urban Development. It is primarily used for housing rehabilitation and other grant eligible activities.

- **CITY COUNCIL -** the City Council is the elected legislative body of the City of Bristol that is responsible for board and commission vacancies and legislative and contractual duties as outlined in the City Charter and State Law. The City Council is comprised of six members and the Mayor, elected at large on a partisan basis, every two years.

- **COMMITTED FUND BALANCE -** The portion of fund balance that represents resources whose use is constrained by limitations that the City imposes upon itself.

- **COMPTROLLER -** the Comptroller is appointed by the Mayor and confirmed by the City Council and is the Chief Financial Officer of the City. The Comptroller has such powers and duties as the City Charter, State Statutes, and the City Council may prescribe for the Chief Financial Officer of a municipality.

- **CONTINGENCY -** a budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for. When required, funding transfers to departmental function areas are approved by the Board of Finance and City Council.

- **DEBT -** an obligation resulting from the borrowing of money or from the purchase of goods and services.

- **DEBT LIMIT -** the maximum amount of outstanding gross or net debt legally permitted.

- **DEBT SERVICE -** the amount of money the City is required to expend for interest and principal payments on its outstanding bonded debt.

- **DEFERRED REVENUE -** Liabilities representing resources received by a government that do not yet qualify to be recorded as revenue.

- **DEPARTMENT -** an administrative agency of the City having management responsibility for an operation or a group of related services within a functional area.

- **DEPRECIATION -** expiration in the service life of fixed assets, other than wasting assets, attributable to wear and tear, deterioration, action by physical elements, inadequacy and obsolescence.

Reader's Guide - (continued)

- **EMPLOYEE BENEFITS -** for the purpose of budgeting, this term refers to the City's cost of health insurance, pension contributions, social security contributions, life insurance premiums, workers' compensation and unemployment costs.

- **ENCUMBRANCES -** commitments related to unperformed contracts for goods or services. Used in budgeting, encumbrances are not GAAP expenditures or liabilities, but represent the estimated amount of expenditures to result when unperformed contracts in process are completed.

- **ENTERPRISE FUND (PROPRIETARY FUND) -** a fund established to account for operations financed and operated in a manner similar to private business enterprises. The City maintains one Enterprise Fund, the Bristol Water Department.

- **ENTITLEMENT -** the amount of payment to which a state or local government is entitled pursuant to an allocation formula contained in applicable statutes.

- **EXPENDITURE -** decreases in net financial resources. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service, capital outlays, intergovernmental grants, entitlements and shared revenues.

- **EXEMPTION -** a person or business that does not have to pay a certain liability due to meeting certain criteria as set forth by an authorized agent.

- **FISCAL YEAR -** a 12-month period to which the Operating Budget applies, at the end of which the City determines its financial position and its results of operations. The City's fiscal year runs from July 1 through June 30.

- **FIXED ASSETS/CAPITAL ASSETS -** long-lived tangible assets obtained or controlled as a result of past transactions, events or circumstances. Fixed Assets include buildings, equipment, and improvements other than buildings and land. In the private sector, these assets are referred to most often as property, plant and equipment.

- **FTE -** full time equivalent. In other words, the number of authorized personnel on a full-time basis working for a particular Department or Division (Activity) within the City.

- **FIDUCIARY FUNDS -** Funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs. This includes pension (and other employee benefits) trust funds, investment trust funds, and agency funds.

- **FUNCTION/DEPARTMENT/DIVISION OR ACTIVITIES -** *the City of Bristol's Operating Budget expenditures are divided into a hierarchy.*

    - A *Function* is a group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible. Expenditure functions relate to the principal purpose/service for which expenditures are made.

    - A *Department* is an organizational or budgetary breakdown within many City funds. Each department serves a specific function or functions within the given fund entity.

    - Departments can be further subdivided into *Divisions or Activities*, which are usually associated with working groups having a more limited set of work responsibilities.

Reader's Guide - (continued)

- **FUND -** a fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

- **FUND ACCOUNTING -** the core of governmental accounting is the fund, which is an accounting entity consisting of a set of self-balancing accounts. Individual funds are typically earmarked for particular purposes or activities.

- **FUND BALANCE -** the portion of fund equity available for appropriation.

- **FUND EQUITY –** the difference between a fund's assets and liabilities. An adequate fund balance is necessary for numerous reasons, such as to have funds available in case of an emergency or unexpected events, to maintain or enhance the City's financial position and related bond rating, to provide cash for operations prior to receipt of property tax revenues, and to maximize investment earnings.

- **FUNDING SOURCE -** identifies the source of revenue to fund both the operating and capital appropriations.

- **GENERAL FUND -** typically serves as the chief operating fund of a government. The general fund is used to account for all financial resources except those required to be accounted for in another fund.

- **GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) -** uniform minimum standards and guidelines for financial accounting and reporting. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).

- **GOALS -** statements of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

- **GOVERNMENT ACCOUNTING STANDARDS BOARD (GASB) -** the authoritative accounting and financial reporting standard-setting body for governmental entities.

- **GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA) -** an association of public finance professionals founded in 1906 as the Municipal Finance Officers Association. The GFOA has played a major role in the development and promotion of GAAP for state and local government since its inception and has sponsored the Certificate of Achievement for Excellence Programs in budgeting and financial reporting since 1946.

- **GOVERNMENTAL FUNDS -** funds used to account for tax-supported activities. There are five different types of governmental funds; the general fund, special revenue funds, debt service funds, capital projects funds and permanent funds.

- **GRAND LIST -** the total assessed value of residential, industrial, commercial, personal property and motor vehicles. Pursuant to Connecticut statutes, values are assessed at seventy percent (70%) except motor vehicles, which are assessed at average trade-in. The applicable date is October 1 each year for the following fiscal year budget.

- **INFRASTRUCTURE -** assets that are immovable and of value only to the governmental unit such as drainage and sewer systems.

Reader's Guide - (continued)

- **INTERGOVERNMENTAL REVENUE -** the funds received from another governmental entity, such as the Federal, State, and City governments.
- **LIABILITIES -** amounts a government owes.
- **LINE ITEM BUDGET -** a budget prepared along departmental lines that focuses on what is to be purchased.
- **LOCIP -** Local Capital Improvement Program. This program is provided by the State of Connecticut as a grant program. This program is used primarily for the Capital Budget and is a Special Revenue Fund of the City.
- **LONG-TERM DEBT -** includes long-term liabilities associated with governmental activities. Includes bonds, notes and capital lease obligations.
- **MINIMUM BUDGET REQUIREMENT (MBR)** - A State of Connecticut requirement that municipalities must allocate funding in a current year no less than what was allocated the previous year.
- **JOINT BOARD -** the Joint Board of the City of Bristol is comprised of the members of the Board of Finance, the City Council and the Mayor. Its responsibilities include budget approval, authorization of all additional expenditures to the budget, and approval of any appropriation transfers in excess of $5,000.
- **MILL RATE -** rate used in calculating taxes based upon the value of property, expressed in mills per one-thousandth of property value.
- **MODIFIED ACCRUAL BASIS -** the accrual basis of accounting adapted to the governmental fund-type measurement focus. Under it, revenues and other financial resource increments (e.g. bond issue proceeds) are recognized when they become susceptible to accrual, which is when they become both "measurable" and "available" to finance expenditures of the current period. "Available" means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the fund liability is incurred except for (1) inventories of materials and supplies that may be considered expenditures either when purchased or when used, and (2) prepaid insurance and similar items that may be considered expenditures either when paid for or when consumed. All governmental funds, expendable trust funds, and agency funds are accounted for using the modified accrual basis of accounting.
- **NONSPENDABLE FUND BALANCE –** amount of Fund Balance that are inherently nonspendable, must be maintained intact (endowment fund principal) or other assets (prepaids or long term receivables).
- **OBJECT OF EXPENDITURE -** an expenditure classification, referring to the lowest and most detailed level of classification such as electricity, office supplies, asphalt, and furniture.
- **OBJECTIVES -** something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.
- **OBLIGATED AMOUNT -** represents the total expenditures plus encumbrances charged to each project in the Capital Program.

Reader's Guide - (continued)

- **ORDINANCE -** a law set forth by a governmental entity, usually a municipal government.
- **OUTPUT INDICATOR -** a unit of work accomplished without reference to the resources required to do the work (e.g. number of permits issued, number of refuse collections made, or number of burglary arrests made). Output indicators do not reflect the effectiveness or efficiency of the work.
- **PAY-AS-YOU-GO BASIS -** a term used to describe a financial policy by which capital outlay is financed from current revenues rather than through borrowing.
- **PERFORMANCE MEASURES -** used for service efforts and accomplishments reporting.
- **POLICY -** a document that defines a course or method of action to make future decisions based on goals and acceptable procedures.
- **PROGRAM -** a group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.
- **PROGRAM BUDGET -** a budget which allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.
- **PROGRAM REVENUE (INCOME) -** program revenues earned including fees for services, license and permit fees and fines.
- **PROJECT -** the basic unit of the Capital Improvement Program. A project is a capital improvement, which generally will span a shorter period of time for completion.
- **RESOLUTION -** a special or temporary order of a legislative body. It is an order of a legislative body requiring less legal formality than an ordinance or statute.
- **REVALUATION -** to establish the present true and actual value of all real property in a town as of a specific assessment date.
- **REVENUE -** this term designates additions to assets, which do not increase any liability, do not represent the recovery of expenditures, and do not represent contributions of fund capital.
- **SCHOOL OPERATING BUDGET -** the budget includes account types that are received and spent by the Board of Education for the City School System. These account types include: Salaries, Contractual Services, Supplies & Materials, Capital Outlay and Miscellaneous/Other. These categories of expenditures are defined by the State of Connecticut Board of Education, and are uniform for all school systems within the State.
- **SPECIAL REVENUE FUNDS –** funds are used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purposes other than debt service or capital projects.
- **STATUTE -** a written law enacted by a duly organized and constituted legislative body.
- **TAX BASE -** the value of all taxable real property in the City as of October 1 each year as certified by the Assessor. The tax base represents net value after all abatements and exemptions. Property taxes, assessments, rates and uses are found in the Budgetary Summaries section of the Budget Document.

Reader's Guide - (continued)

- **TRANSFERS IN/OUT -** amounts transferred from one fund to another to assist in financing the services for the recipient fund.
- **UNASSIGNED FUND BALANCE –**the portion of Fund Balance which is not assigned for any specific purpose or use.
- **UNCOLLECTIBLES -** these represent uncollectible taxes, which could be collectible in future years (with incumbent penalties assessed in accordance with state law), various tax abatement programs authorized by the state for eligible senior citizen, disabled, and handicapped individuals.

Acronym Listing

- **AAL -** Actuarially Accrued Liability
- **ADA -** Americans with Disabilities Act
- **ADC-** Actuarially Determined Contribution
- **ARC -** Annual Required Contributions
- **ARRA -** American Recovery and Reinvestment Act
- **BBHD -** Bristol Burlington Health District
- **BDDC -** Bristol Downtown Development Corporation
- **BCO -** Bristol Community Organization
- **BDA -** Bristol Development Authority
- **BOE -** Board of Education
- **BOF -** Board of Finance
- **BPCCC -** Bristol Preschool Child Care Center
- **CAFR -** Comprehensive Annual Financial Report
- **CB -** Capital Budget
- **CCRPA -** Central Connecticut Regional Planning Agency
- **CDBG -** Community Development Block Grant
- **CIP -** Capital Improvement Program
- **CMHA -** Community Mental Health Affiliates
- **CNR -** Capital and Nonrecurring Fund

Reader's Guide - (continued)

- **CEC -** Code Enforcement Committee
- **CYF -** Consumer, Youth and Family
- **DEEP -** Department of Energy and Environmental Protection
- **DMHAS -** Department of Mental Health and Addiction Services
- **DUI -** Driving Under the Influence
- **FT -** Full-time
- **FTE -** Full-time Equivalent
- **GAAP -** Generally Accepted Accounting Principles
- **GASB -** Governmental Accounting Standards Board
- **GIS -** Geographic Information System
- **GF -** General Fund
- **GFOA -** Government Finance Officers Association
- **GO -** General Obligation Bonds
- **LEPC -** Local Emergency Planning Committee
- **LOCIP -** Local Capital Improvement Program
- **MBR -** Minimum Budget Requirement for Board of Education
- **MIS -** Management Information Systems
- **N/A -** Not Applicable
- **NAEYC -** National Association for the Education of Young Children
- **NCRMHB -** North Central Regional Mental Health Board
- **NTGL -** Net Taxable Grand List
- **OPEB -** Other Post Employment Benefits
- **PLCC -** Pink Lake Challenge Course
- **P&I -** Principal and Interest
- **PSA -** Public Service Announcements
- **PT -** Part-time

Reader's Guide - (continued)

- **PVPB -** Present Value of all Projected Benefits
- **RFI -** Request for Information
- **RFP -** Request for Proposal
- **SAAC -** Substance Abuse Action Council
- **SSO -** Sanitary Sewer Overflow
- **VA -** Veterans' Administration
- **WPC -** Water Pollution Control

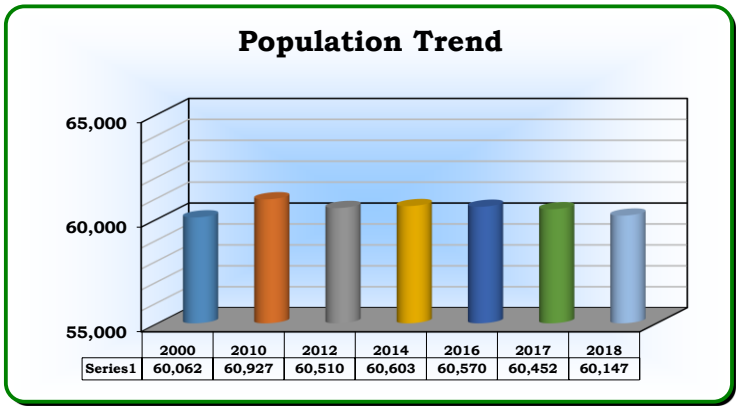
POPULATION TRENDS

Economic and Demographic Information Population and Density

Year (1)	Population	% Increase	City Density(2)
1950	35,961	19.20	1,327
1960	45,499	26.52	1,679
1970	55,487	21.95	2,047
1980	57,370	3.39	2,117
1990	60,640	5.70	2,238
2000	60,062	-0.95	2,216
2010	60,927	-0.54	2,248
2012	60,510	-0.68	2,233
2014	60,603	0.15	2,236
2016	60,570	-0.05	2,235
2017	60,452	-0.19	2,231
2018	60,147	-0.50	2,219

(1) U.S. Department of Health

(2) Population per square mile; 27.1 square miles



Shown above is the City of Bristol's Population Trend analysis since 1950. The Federal census shows that 60,147 people reside in Bristol, Connecticut for 2018.
For more information on the demographics of Bristol, see the Appendix section page 379.

SERVICES OFFERED IN THE CITY OF BRISTOL, CT

- **24-hour police protection**
- **24-hour fire protection**
- **2 Library facilities**
- **Abundant parks & recreation facilities and program offerings**
- **Building inspection & services**
- **Trash pickup and recycling for homeowners**
- **Code enforcement services**
- **Customer service by various city departments**
- **Land use planning**
- **Community development**
- **Economic Development Incentive Programs**
- **Assistance to many outside agencies**

OWNER OCCUPIED HOUSING VALUES

	CITY OF BRISTOL		STATE OF CONNECTICUT	
Specified Owner Occupied Values	**Number**	**Percent**	**Number**	**Percent**
Less than $50,000	293	1.8%	15,295	1.6%
$ 50,000 to $ 99,000	346	2.1%	19,347	2.1%
$100,000 to $149,000	1,869	11.2%	56,379	6.0%
$150,000 to $199,999	4,444	26.6%	123,823	13.2%
$200,000 to $299,999	6,920	41.4%	271,204	28.9%
$300,000 or more	2,855	17.1%	451,291	48.1%
Total	**16,727**	**100.0%**	**937,339**	**100.0%**

Source: U.S. Department of Commerce, Bureau of Census, 2010

Shown to the left is the Housing Inventory in the City of Bristol, Connecticut. The information is from the 2010 census.

HOUSING INVENTORY

TYPE OF UNIT	UNITS	PERCENT
1 - unit detached	14,587	54.6%
1 - unit attached	1,115	4.2%
2 to 4 units	5,992	22.4%
5 to 9 units	1,387	5.2%
10 or more units	3,468	13.0%
Mobile home, trailer, other	157	0.6%
Total Inventory	**26,706**	**100.0%**

Source: U.S. Department of Commerce, Bureau of Census, 2010

Shown to the left is the City of Bristol's Owner Occupied Housing Values. Information is provided by the U.S. Department of Commerce as part of the 2010 Census information.

MISSION STATEMENT

We commit to Excellence in Customer Service, in Community Governing, and the Enhancement of the Quality of Life in the City of Bristol through Integrity, Leadership, Teamwork, Communication, and Innovation.

Policy Overview: The 2019 Budget

Executive Guidelines

The Comptroller's office assists the Mayor, the Board of Finance and the City Council with budget preparation and budgetary suggestions. The Mayor is an ex-officio voting member of the Board of Finance.

An annual economic forecast had been prepared by Purchasing Agent Roger Rousseau.

Departmental and Agency Budget Requests and Approvals

The following chart shows the requests and approvals by function.

Summary of Requests		
Department	**Requested Percent of Increase (Decrease)**	**Approved Increase (Decrease)**
General Government	8.53%	6.33%
Public Safety	5.49%	3.70%
Public Works	5.62%	2.49%
Health & Social Services	2.95%	0.09%
Libraries	5.16%	4.60%
Parks & Recreation	20.24%	5.87%
Miscellaneous (Insurance & Benefits)	6.48%	(1.04%)
Total General City	**6.44%**	**1.87%**
Education	2.96%	0.95%
Total General Fund	**4.44%**	**1.34%**

This year departments were requested to submit a budget they believed was necessary to achieve the goals and objectives relative to their department. No restrictions were placed as the Mayor wanted to have the opportunity to evaluate all needs and priorities of the departments. As evidenced in the chart above and outlined throughout this budget document, significant reductions were achieved to adopt an acceptable budget increase. The primary driver was the policy change to the City's retirement funds consolidation as outlined in the Comptroller's budget message.

Policy Initiatives - (continued)

Revenues

This year's grand list increased a modest 0.17% made up of the following changes: Real Estate values increased .50%; Personal Property decreased 2.5%; and Motor Vehicle decreased 0.56%. The total new revenue generated from the net Grand List increase is $233,000 based on the 2018 mill rate of 36.03.

2017 Grand List Analysis

Category	Post BAA Net 2016 Grand List	Post BAA Net 2017 Grand List	Assessment Change	% Change
Real Estate	3,222,738,306	3,238,872,176	$ 16,133,870	0.50%
Personal Property	304,683,746	297,265,215	$ (7,418,531)	-2.50%
Motor Vehicle	383,270,480	381,131,419	$ (2,139,061)	-0.56%
Total	3,910,692,532	3,917,268,810	$ 6,576,278	0.17%

Three non-grant revenue sources are closely monitored for current and projected collections due to their high level of revenue producing activity. Interest income budgeted last year at $325,000, was increased to $500,000 due to a favorable interest rate environment. Building permits and conveyance tax collections, which are closely correlated in trend direction, were both analyzed and adjustments warranted. Building permits were increased from $850,000 to $900,000 and Real Estate Transfer Tax, also known as Conveyance Tax was budgeted at $825,000, representing a $25,000 increase from the 2017-18 budget.

Comptroller Assistance to the Board of Finance

The Comptroller's office assists the Mayor, Board of Finance (hereafter, BOF) and Joint Board with budget formulation throughout the process. While the office has no formal budget approval authority, it acts as "budget officer and staff" to those officials.

Prior to the BOF Budget Hearings, the Comptroller's office held meetings with most departments to assess and suggest levels of requests to be forwarded to the BOF for their review and approval.

BOF Review and Approval

In keeping with tradition, the BOF held public hearings to discuss the budget requests and review budget recommendations from the Comptroller and staff with department heads, boards, and City agencies, to better understand the details supporting their requests. Following the hearings the BOF holds one to two workshops. The Comptroller and staff provide budgetary recommendations to the BOF.

Policy Initiatives - (continued)

Past Trends

It has been the general consensus to keep tax increases as low as possible without adversely affecting City services. The final outcome was a 0.85 mill rate increase for fiscal year 2018-2019.

Similar to last year, a very large disparity between estimated revenues and appropriations soon became apparent due to the state's predicted large fiscal year ending deficit. This made balancing the needs of the community a difficult task.

For the upcoming fiscal year, the use of Fund Balance remains at $0.

Current Events –

Expenditures

- Health Care Costs for Employees- Health care costs are increasing 2.5%, based on the previous year's expenditure experience. The City's Insurance Committee (subcommittee of the Board of Finance) continued a City-wide wellness program in an effort to promote employee health while reducing costs.

- Education- The Joint Board approved budget was a 0.95% increase or $1,049,540.

- Debt Service- Debt service expenditures increased by $482,617 this year. This is due to the recent Bond and Note issue in May 2017.

Revenues

- State Grants – The Governor requested significant reductions in state grants given to municipalities. The Joint Board budgeted $42,068,145 for the Education Cost Sharing grant.

Emerging Issues

Operating Budget: General Fund

The 2018-2019 budget had a number of challenges:

- Reduction in State Revenues of approximately $2.8 million
- Increase in the required pension contribution to the City's pension fund
- Increased Education costs

State Revenues

The reduction in State Revenues was mitigated by expenditure reductions and a 2.34% mill rate increase to generate additional new tax revenue to balance the budget.

Policy Initiatives - (continued)

Pension Costs

The City decided to evaluate how it could better manage the pension costs through consolidation of the City's three retirement plan systems. The City offers pensions to employees through three pension funds with the noted Funded Ratios funded as follows:

- City Retirement Pension Fund 99%
- Police Benefit Fund 164%
- Fire Benefit Fund 268%

The thought behind consolidation was that the City has significant assets in the Police and Fire pension funds, neither of which required an annual contribution that could be used to offset the contribution of $3.6 million (equivalent to 1 mill) to the City plan. The City did not move forward with this blindly, and subsequent to discussions with the City's pension attorney and review of numerous projections prepared by the actuary, it was deemed in the City's interest to consolidate these funds under one "umbrella" and achieve an overall funded ratio of 149%. As a result, this eliminated the required annual contribution and based on projections and assuming the investment market performs similar to the historical trends, the City would be able to avoid a contribution for at least 30 years.

Education

Because of its size, the Education system budget usually generates the most dialogue. An early dialogue with education officials produced a mutual understanding of the struggles facing Bristol taxpayers' ability to fund education and the need to continue funding programs that have produced student academic achievements. The Board of Education budget was increased $3,214,415 for 2017-2018. The 2018-19 BOE budget increased $1,049,540. This increase also increases their Minimum Budget Requirement (MBR) for subsequent years. In addition to the increased MBR funding the BOE received several other sources of funding from the City not affecting their MBR. A schedule of all their funding sources is located on page 20.

Other Issues

- The City continues to move forward with its redevelopment plans for a 17 acre parcel of land in the heart of its downtown area.
- Many open employee positions have been eliminated or combined with other positions to realize budgetary savings. The administration continues to evaluate whether to fill open positions on a case-by-case basis. Consolidations of departmental services are also being evaluated.

Other Funds

There are a number of other funds for which the City appropriates budgets – the Capital Projects Fund, Seven Special Revenue Funds (Community Development Act, Sewer Operating and Assessment Fund, Solid Waste Disposal Fund, School Lunch Program, Pine Lake Challenge Course, LoCIP Projects, and the Transfer Station Fund), the Internal Service Fund comprised of two individual funds and one Enterprise Fund – the Bristol Water Department. The following is a brief synopsis of each:

Policy Initiatives - (continued)

Community Development Act (Bristol Development Authority) - This fund accounts for the operations of the Bristol Development Authority. The Bristol Development Authority is responsible for community development including aid to low to moderate-income persons and neighbors, grants administration, legislative liaison activities and economic development. The Bristol Development Authority is staffed by five professionals and one clerical person. The Bristol Development Authority is funded by two sources; the City share and the Community Development Block Grant (referred to as CDBG). The City share costs are budgeted within the General Fund and can be found as a transfer-out to a special revenue fund. The City share pays for the Executive Director's salary, Grants Administrator's salary, clerical support and a Marketing and Public Relations Specialist, their benefits and costs for running the office. The 2018-2019 City share is $477,635 which represents a decrease of $67,740 over the 2017-2018 budget primarily the result of the elimination of a position. The remaining monies of $583,754 are funded by the Federal Government. These monies pay for two additional positions and 93% of the benefits within the Bristol Development Authority as well as their related expenses. In addition, $15,000 in program income has been budgeted.

Sewer Operating and Assessment Fund – This fund accounts for the operations of the City's Wastewater Treatment Plant. The fund is supported by sewer user charges billed by the Bristol Water Department. Additionally, Water Pollution Control currently bills for assessments on Sewer Capital Projects. The revenues from these assessments are used to pay outstanding debt issued for these capital projects. Water Pollution Control has undertaken several capital projects known as Infiltration/Inflow Studies. These completed studies will result in a reduction of flow into the wastewater treatment plant. This will eventually reduce some of the operating costs associated with the treatment supplies and costs. In anticipation of the wastewater treatment plant upgrades, the City set up a Water Pollution Capital and Non-Recurring Fund several years ago to help defray costs for the taxpayers as well as the users. This fund is currently being used for the repayment of loans and capital project costs associated with the studies taking place. The Sewer Operating and Assessment Fund approved 2018-2019 budget is $7,249,500, or a $365,000 increase over the approved 2017-2018 budget.

Solid Waste Disposal Fund – This special revenue fund accounts for the operations of the City's solid waste disposal program. It is subsidized primarily by a transfer in from the General Fund. Other revenue sources of the fund are disposal permits, hauler charges, the City's host fee, and interest income. The total 2018-2019 budget for this self-balancing fund is $1,111,750, an increase of $346,655 from 2017-2018.

School Lunch Program - This special revenue fund is used to account for the sales of school lunches in the Bristol School system. This fund has several revenue sources. The two largest revenue sources within the fund are the sale of school lunches budgeted at $690,000 and federal reimbursement at $2,100,172. The expenses of the fund include the salaries of the employees needed to operate and supervise the cafeterias, food supplies, and employee benefits. The total budget is $2,922,672 or an increase of $27,562.

Pine Lake Challenge Course - This special revenue fund is used to account for a recreational facility used mainly by outside groups. This budget is one of the City's smaller funds and is generally accepted as presented. This year's budget is $165,450.

Policy Initiatives - (continued)

LoCIP Projects - This special revenue fund is used to pay for projects approved under the Capital Budget with the yearly state grant allocation of money to the cities and towns in Connecticut under this program. The City is reimbursed after the expenditure is made on approved projects under this State grant. The City of Bristol receives approximately $500,000-$600,000 yearly for this program. This year, the City received $870,000 a 100% increase in funding as the City did not receive any funding in 2017-2018.

Transfer Station Fund- This special revenue fund is used to account for the Pay as You Throw (PAYT) program at the Transfer Station. PAYT is also known as SMART (Save Money and Reduce Trash). The PAYT System seeks to equalize the cost of using the transfer station. Additional information can be found under the "Special Revenue Section" pages 326-328. This year's budget is $721,860.

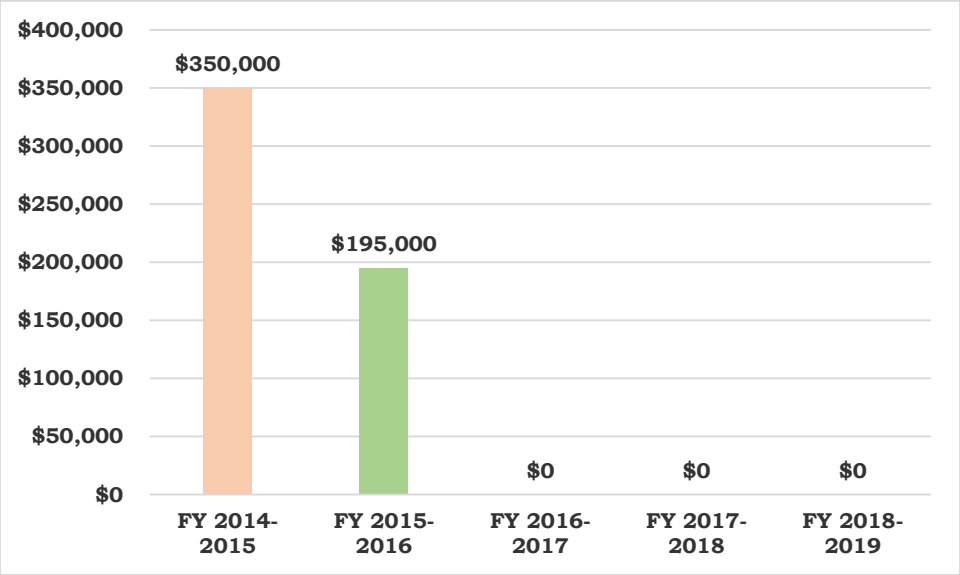
Internal Service Fund – Years ago, the City established Health Benefit and Workers' Compensation Funds to provide reserves necessary to support a self-insurance program for health benefits and workers' compensation claims. The budgeted increase is 3% over the previous year. The Insurance Committee's (a subcommittee of the Board of Finance) is charged with oversight as well as plan design changes within the Health Benefits Fund.

Enterprise Fund - The enterprise fund is used to account for the operations of the Bristol Water Department. The supervision of the Bristol Water Department is entrusted to the Board of Water Commissioners. These operations are financed and operated in a manner similar to that of a private business. It has been an ongoing practice to accept the Water Department's revenue estimates and expense estimates as projected. Those estimates may be found behind the "Enterprise Fund" tab of this budget document.

FUND BALANCE POLICY

General Fund – The Board of Finance established a policy reduce the General Fund's reliance on surplus to balance the budget. From an historical high of $3.66 million the City has achieved its goal and for the last three years has maintained a -$0- use of fund balance to balance the budget. This chart shows the five year downward trend of budgeting the use of General Fund Fund Balance.

Policy Initiatives - (continued)



Policy - General Fund - Fund Balances

Fund Balance Policy that was adopted by the Board of Finance on December 20, 2000. It's most recent update was February 28, 2017.

Purpose: Governments should maintain a prudent level of financial resources to protect against reducing service levels or raising taxes and fees because of temporary revenue shortfalls or unpredicted one-time emergency expenditures.

Policy: The Board of Finance recognizes the importance of maintaining stable and adequate General Fund - Fund Balances and sets forth the following policy:

1. Maintain ending General Fund total Fund Balances as a percent of operating revenues at between 15% and 20%.
2. Maintain General Fund Unassigned Fund Balances as a percent of operating revenues between 12% and 15%.

Example: **For Balances as of FYE - Audit June 30, 2017**

Fund Balances:

Unassigned	$ 27,795,244
Total	$ 38,773,417
Operating Budget 2017-2018	$191,835,815

Policy Initiatives - (continued)

Ratios: As of FYE Audit June 30, 2017

(1) The total General Fund Balance as a percentage of operating budget: 20.21%

(2) The Unassigned General Fund Balance as a percentage of operating budget: 14.49%

Exceptions: **Exceptions and/or changes to this policy may be allowed under certain unique conditions to maintain flexibility in case of emergencies and one-time opportunities.**

Fund Balances- All Funds

Fund Balances- All Funds (in thousands)					
	2017	**2016**	**2015**	**2014**	**2013**
General Fund	$ 38,773	$ 36,157	$ 31,716	$ 30,926	$ 30,099
Special Revenue Funds	$ 18,509	$ 16,745	$ 16,636	$ 16,689	$ 14,237
Capital Projects Funds	$ 55	$ (10,855)	$ (5,562)	$ (3,205)	$ 19
Permanent Funds	$ 923	$ 848	$ 815	$ 801	$ 705
Debt Service	$ 918	$ 643	$ 1,385	$ 1,029	$ 586
Total Fund Balances:	**$ 59,178**	**$ 43,538**	**$ 44,990**	**$ 46,240**	**$ 45,646**

The chart above shows fund balances for the General Fund as well as all other funds of the City for the last five years. Further information can be found in the appendix section on page 375.

Cumulatively, the fund balances in the fund types increased a net $15,640 or 36% from 2016. The increase is primarily related to the issuance of bonds for capital projects that had negative balances in prior years. The General Fund, the main operating fund of the City increased $2.6 million or 7% due to higher than expected revenues received during the year. The Special Revenue funds increased $1.7 million or 11% due to the education funds within the Equipment Building Sinking Fund. The Capital Projects Fund increased $10.9 million due to the sale of long term bonds. In 2017, the City issued long term bonds to replace cash used to pay for the on-going construction. The Permanent Funds increased 9% due to the addition of funds to the Storm Water Trust for perpetual care in the Southeast Business Park.

Policy Initiatives - (continued)

Key Financial Policies:

- ✓ All proposed new positions requested by the departments (excluding the Board of Education) must be justified to and approved by the City Council salary committee, prior to Board of Finance inclusion in the budget.
- ✓ The travel reimbursement rates follow the IRS yearly travel reimbursement rates.
- ✓ The City uses a sinking fund to supplement operating appropriations for capital equipment and infrastructure.
- ✓ It is practice within the General Fund to set aside funds to be available for emergency appropriations during the year as a way of stabilizing funds without the use of Unassigned Fund Balance.
- ✓ The economic development account was not funded with an annual appropriation in 2018-2019. Upon review of funds available for Economic Development purposes, it was determined, there were sufficient balances available for the year.
- ✓ The 2018-2019 budget includes $460,000 in cash contributions for the Capital Improvement Program from General Fund Operating Transfers-In. For 2017-2018, $392,765 was budgeted for Capital Projects.
- ✓ The City has developed a tax exemption policy as authorized in the Connecticut City and Town Development Act. Sister programs, the Urban Jobs Program and Enterprise Zone Program, may be available to certain businesses in the City (with permission of the Commissioner of Economic Development.) This has been a major incentive for new and expanding manufacturers and other businesses. These incentives include the potential of abating local real property tax assessments on up to a ten year declining scale and a Connecticut Corporate Income Tax Credit.
- ✓ The City maintains extensive budgetary controls. The objective of these controls is to ensure compliance with legal provisions embodied in the annual appropriated budget approved by the City's appropriation authority (the Joint Board: the City Council and the Board of Finance.) Activities of the General Fund are included in the annual appropriated budget. Project-length budgets are prepared for capital projects funds. Budgets for Special Revenue Funds are prepared in accordance with the requirements of the various grant agreements and/or legal provisions, which control the expenditures of such funds. The level of budgetary control is the object level in each department within each fund. The City also maintains an encumbrance accounting system as one method of maintaining budgetary control. Outstanding encumbrances generally are re-appropriated as part of the following year's budget.
- ✓ Cash management in the operating funds restricts its activities to instruments that provide the greatest safety, liquidity, and yield; in that order. Demand deposits, certificate of deposits, and overnight repurchase agreements comprise the bulk of the operating investment portfolio. In addition, the City monitors the risk based capital ratios and collateral requirements of the qualified public depositories it deals with as defined in Connecticut General Statutes Section 36-382.
- ✓ The City voters approved a charter change for updating allowable investments and an Investment Policy was adopted by the Board of Finance on February 28, 2012. See page 76-79 for the complete policy.

Policy Initiatives - (continued)

- ✓ The Pension Trust Funds' investment portfolio is diversified into many different classes of investments.
- ✓ Keep current with changing technology issues through the Computer Lease Program.
- ✓ Establishment of a Fire Vehicle reserve account within the Equipment and Building Sinking Fund to keep fire apparatus current.
- ✓ Continuation of the "Major Bridge" contingency account within the Capital Projects fund for eventual bridge overhaul or replacement.
- ✓ Annually contribute to the Capital and Nonrecurring Fund for special capital projects that may need to be done in any given fiscal year
- ✓ Continue to set aside funds annually for the assessor revaluation every five years as mandated by the State of Connecticut Office of Policy and Management.
- ✓ Protect the City's favorable credit quality rating.
- ✓

GASB STATEMENT 45

Governmental Accounting Standards Board (GASB) Statement No. 45 relates to Other Post Employment Benefits (OPEB)- payments and services provided for retirees other than pensions. OPEB consists mainly of retiree health care benefits. GASB 45 applies the accounting, actuarial, and reporting requirements used for pension fund assets and liabilities to health benefits.

Under GASB 45, municipalities providing benefits to more than 200 plan members (like Bristol) are required to have an actuarial valuation of their OPEB plans done every two years. Pay-as-you-go funding will probably not keep up with rising OPEB obligations. The City has set aside reserves with a longer term plan to annually increase funding (by appropriation and surpluses) to meet long-term annually required OPEB contributions (ARC).

Governments will be required to disclose their compliance in meeting statement 45 only on a going-forward basis. A trust has been established to deposit funds for a long-term investment horizon. The first GASB 45 actuarial valuation performed was dated July 1, 2005, and has been updated every two years with the most recent actuarial for fiscal year ending June 30, 2017 with a July 1, 2016 measurement date. There is an appropriation within the General Fund to set aside funds for the Annual Required Contribution (ARC). For the past seven years, it has been increasing each year per the schedule on page 296. The market value at June 30, 2016 is $6,127,608. The annual required contribution at June 30, 2017 was $8,097,574 offset with employer payments of $4,474,886.

DEBT POLICY

Introduction

The purpose of a debt policy is to establish parameters and guidance for the Board to make decisions on capital spending and issuance of debt as a means to fund them.

The Board recognizes the foundation of any well-managed debt program is a comprehensive debt policy. In addition to the general parameters, this policy provides guidance to decision makers regarding the timing and purposes for which debt may be issued, types and amounts of permissible debt financing, methods of sale that may be used, and structural features that may be incorporated.

Finally, this debt policy is the Board's recognition of a binding commitment to full and timely repayment of all debt as an intrinsic requirement for entry into the capital markets. The policy helps to ensure that the Board maintains a sound debt position and that credit quality is protected.

In summary, the main advantages of a formal debt policy are as follows:

- Enhances the quality of decisions by imposing order and discipline, and promotes consistency and continuity in decision making;
- Rationalizes the decision-making process;
- Identifies objectives for staff to implement;
- Demonstrates a commitment to long-term financial planning objectives; and
- Is regarded positively by the rating agencies in reviewing credit quality.

INTEGRATION OF CAPITAL-PLANNING AND DEBT FINANCING ACTIVITIES

Multi-Year Capital Plan. The City prepares a multi-year Capital Improvement Program for consideration and adoption by the Board of Finance and Joint Board as part of the City's budget process. Annually, the capital budget identifies revenue sources and expenditures for the current year and the next succeeding nine fiscal years, as required by Connecticut General Statutes Sec. 8-24. As part of the capital project planning process, the Board will evaluate the financial impact of each proposed project. The plan is updated annually.

Funding of the Capital Improvement Program. Whenever possible, the Board will first attempt to fund capital projects with Local Capital Improvement Program (LoCIP) grants as part of its broader capital improvement plan. If these grants are not available, the Board will use general revenues (pay-as-you go), excess surplus, bond financing, or a combination thereof. The Board is guided by three principles in selecting a funding source for capital improvements: equity, effectiveness and efficiency.

1. **Equity:** Whenever appropriate the beneficiaries of a project or service will pay for it. For example, if a project is a general function of government that benefits the entire community, such as a school, police station or library, the project will be paid for with general tax revenues or financed with general obligation bonds. If, however, the project benefits specific users, such as water and sewer facilities, the revenues will be derived through user fees or charges and assessments.

Policy Initiatives - (continued)

2. **Effectiveness:** In selecting a source or sources for financing projects, the Board will select one or more financing options that effectively funds the total cost of the project. For example, funding a capital project or the debt service on a project with a user fee that does not provide sufficient funds to pay for the project is not an effective means of funding the project.
3. **Efficiency:** If grants or current revenues are not available to fund a project, the Board will select a financing technique that provides for the lowest total cost consistent with acceptable risk factors and principals of equity and effectiveness. These methods currently consist of fixed-rate general obligation or revenue bonds issued by the Board.

Infrastructure Maintenance, Replacement and Renewal. The Board intends to set aside sufficient current revenues to finance ongoing maintenance needs and to provide periodic replacement and renewal consistent with its philosophy of keeping the City's capital facilities and infrastructure systems in good repair and to maximize a capital asset's useful life. It is the Board's policy to encourage plans for scheduling this maintenance.

DEBT AUTHORIZATION (CITY CHARTER REQUIREMENTS)

City Charter Sec. 25. The Board shall have the power to borrow money shall authorize the issuance of notes and determine the amount to be issued and shall apportion such moneys as it shall determine necessary for the benefit of the City and tax districts existing or which may be created. (w) The Board shall have sole power to determine the necessity for, and manner of, issuing bonds by the City or Town of Bristol, or any subdivision thereof or district therein. The members of the Board of Finance shall constitute a Board of sinking fund commissioners for the City. The Board of sinking fund commissioners, as a whole or acting through a sub-committee, shall have the care and management of any sinking fund already established or that may be established, to provide for the payment of the principal and interest of the bonds issued by the City.

The Board shall act as fiscal agents for all other funds, which are the property of the City of Bristol except as otherwise provided. (x) The Board of Finance, as fiscal agent for the City funds, may invest and reinvest the same as follows: Either in bonds of the United States or in bonds of any of the New England states, or in bonds of any town or incorporated City in this state or shall deposit the sums in any savings, state or national bank. Neither said sinking fund nor any part thereof shall ever be used by the City in any other way than for the redemption and payment of such bonds. Any sinking funds of the City established by law, shall be continued for the purposes for which such funds were created. (y) Any agency or district, whether authorized to carry out state or to carry out local functions of government, which is required by statue to render or cause to be rendered any public service requiring an expenditure of the City's money from the treasury of said City, or any contract involving borrowing of money for the City or any subdivision thereof, shall first submit an estimate of the proposed expenditure or borrowing, with the statement of the necessity therefore, to the Board. The Board shall determine whether any such proposed expenditure or borrowing is necessary and, if necessary, the amount thereof. It may, at any time, summon before it any officer of said City for information, consultation and advice upon the affairs of the City. (z) The Board of Finance annually shall make appropriation for the expenses and maintenance of the City and including the debt of the former first taxing district.

Policy Initiatives - (continued)

Upon completion of the grand list, the City Council and the Board of Finance shall meet in joint session for the purpose of laying a tax on persons and property in the City, and a proper rate bill therefore shall be prepared and signed and a tax laid and collected in the same manner as is provided for herein for the rate bill (Amend. eff. 11-8-93; Amend., eff. 11-4-92; Amend., eff. 12-4-97 taken from Supp. No. 58 of the City Charter).

PURPOSES FOR WHICH DEBT MAY BE ISSUED

- The Board during emergency situations may issue debt to provide for emergency infrastructure repair or replacement
- The Board will only consider financing major capital improvements with a total cost exceeding $100,000. Such costs may include any planning, design and land acquisition costs for such improvements.
- The Board will consider issuing debt to finance only those projects that have been included in the Ten-Year Capital Improvement Program.
- The Board will not fund current operating expenditures through the issuance of debt.

REFUNDING OF EXISTING DEBT

A refunding is a bond financing procedure in which issuers refinance an outstanding bond issue by issuing new bonds. Most refundings are performed to take advantage of current interest rates that are lower than those rates on outstanding bonds. Such refundings are for interest rate savings. The Board may consider a refunding for three primary reasons:

- To reduce interest costs;
- To restructure debt service only if the present value of debt service savings exceeds two (2%) percent of the debt service amount of the refunded bonds; and
- To eliminate old bond covenants that may have become restrictive.

OBJECTIVES OF ISSUING DEBT

- The Board will finance capital projects through the issuance of debt for the shortest period practical but will not exceed the useful life of the asset.
- The Board will evaluate debt-funding scenarios as part of its annual Ten-Year Capital Improvement Program process in order to prioritize future financing needs.
- The City will attempt to minimize its reliance on long term debt.

LEGAL LIMITATIONS

- Connecticut General Statutes limits the amount of indebtedness the City may have outstanding to seven times the total annual tax collections including interest and lien fees plus the reimbursement for revenue loss on tax relief programs.

Policy Initiatives - (continued)

TYPES OF DEBT PERMITTED TO BE ISSUED AND CRITERIA FOR ISSUANCE

TYPES

- Bond Anticipation Notes (B.A.N.s)
- Tax Anticipation Notes (T.A.N.s)
- Revenue Anticipation Notes (R.A.Ns)
- General Obligation (G.O.) Bonds
- Revenue Bonds or Special Assessment Bonds
- Lease Purchase Financing
- Conduit/Tax Increment Financing (TIF)

CRITERIA

a. **Short Term Debt**

1. **Bond Anticipation Notes:** The Board may choose to issue Bond Anticipation Notes as a source of interim construction financing when deemed prudent. Before issuing such notes, the Board will direct the Comptroller to contact the City's Financial Advisor, for consultation. Bond Anticipation Notes may be sold in either a competitive or negotiated sale, subject to authorization and approval by the Board of Finance.

2. **Tax or Revenue Anticipation Notes:** The Board may choose to issue Tax and/or Revenue Anticipation Notes to fund internal working capital cash flow needs. Before issuing such notes, cash flow projections will be prepared by the appropriate City Departments and reviewed by the Comptroller. Tax and Revenue Anticipation Notes may be sold in either a competitive or negotiated sale, subject to authorization and approval by the Board of Finance.

3. **Leasing:** Leasing is appropriate for procuring assets that are too expensive to fund with current receipts in any one year, but with useful lives too short (less than ten years) to finance with long-term debt.

Leasing will be considered for assets that will be needed for only short periods of time, or which are subject to rapid technological obsolescence.

b. **Long Term Debt**

1. **General Obligation Bonds:** General obligation bonds are general obligations of the City payable from general (ad valorem) taxes, subject to certain constitutional and statutory limitations.

Bonding should be used to finance or refinance only capital improvements and long-term assets, or other costs directly associated with financing of a project, which has been determined to be beneficial to a significant proportion of the citizens of the City, and for which repayment sources have been identified. Bonding should be used only after considering alternative funding sources such as project revenues, Federal and State grants, and special assessments.

Policy Initiatives - (continued)

2. **Revenue Bonds:** Whenever possible, the City will use revenue, self-supporting, or special assessment bonds instead of general obligation bonds. To enhance security when issuing revenue bonds, the City will issue "double-barreled" bonds, which are secured both
by a dedicated revenue stream, as well as by the general taxing powers the City. The City will strictly adhere to all provisions of the bond resolution or trust indenture including but not limited to covenants, additional bond tests, and operation and maintenance requirements. Revenue bonds are generally issued by the City's Water Department, an Enterprise Fund.

Conduit/Tax Increment Financing (TIF): The City may sponsor conduit financings for those activities (i.e., economic development, housing, health facilities, etc.) that have a general public purpose and are consistent with the City's overall service and policy objectives. Debt service on TIF bonds will be derived from the increase in tax revenues generated as a result of economic growth in the TIF district. Since the Board recognizes TIF bonds can be highly risky during periods of economic downturn, all such financing must insulate the City completely from any credit risk or exposure.

Credit Enhancement: The Board shall seek to use credit enhancement (letters of credit, bond insurance, surety bonds etc.) when such credit enhancement improves marketability and cost-effectiveness.

RESTRICTION/LIMITATIONS ON DEBT ISSUANCE

Policy prohibits issuing general obligation debt for current operations, enterprise activities, enterprise funds, vehicles/rolling stock, leased or lease/purchased items.

Policy prohibits the issuance of derivative securities.

STRUCTURAL FEATURES OF DEBT

Overview: The Board plans long-term and short-term debt issuances to finance the City's capital program based on cash flow needs, sources of revenue, capital construction periods, available financing instruments and market conditions.

At the time of establishing the structure of a bond issue, the mill rate impact in the early years will be evaluated so as to minimize overall tax increases and maintain level principal payments where practical.

Debt Repayment: Generally, borrowings by the City should be of a duration that does not exceed the economic life of the improvement that it finances and where feasible should be shorter than the projected economic life. Moreover, to the extent possible, the City will design the repayment of the debt so as to recapture rapidly its credit capacity for future use. The City will endeavor to repay, at a minimum, 50% of the City's overall outstanding debt in the first ten years when structuring new bond issues.

Policy Initiatives - (continued)

CREDIT OBJECTIVES

Many analysts use debt ratios such as debt per capita to analyze debt levels. However, the Board recognizes overemphasis on debt ratios should be avoided because debt ratios are but one of many factors which influence bond ratings. Commonly used debt ratios of comparable sized Cities will provide one measure against which the City can assess its debt burden. Another method, is to compare the City against ratios developed by rating agencies such as *Moody's Medians*. The analysis is not intended to review the City's total financial position or to make projections of future expenditures other than debt service.

The Board will use the following debt ratios when reviewing the City's capacity to issue debt:

Debt Burden Indicators

- Debt as a percentage of Net Taxable Grand List.

Moody's Median: 3.3%				
Grand List of Oct 1	**Fiscal Year Ending 6-30**	**Net Taxable Grand List**	**Total General Fund Long-Term Debt Debt (1): Principal Only**	**Total General Fund Debt as a % of the Net Taxable GL**
2017	2019	$3,917,269,000	$79,003,000	2.02%
2016	2018	$3,910,692,000	$60,209,000	1.54%
2015	2017	$3,842,669,000	$45,475,000	1.18%
2014	2016	$3,821,930,000	$51,354,000	1.34%
2013	2015	$3,835,068,000	$57,414,000	1.50%
2012	2014	$3,773,177,000	$63,315,000	1.68%
(1) Excludes Self-supporting Water Debt				

Debt Service Indicators

- Annual General Obligation debt service as a percentage of General Fund operating budget expenditures.

Overlapping Debt

- There is no overlapping municipal debt in the City.

Policy Initiatives - (continued)

Moody's Median: under 10%			
Fiscal Year	General Obligation Debt Service (P&I) (1)	GF Operating Expenditures (2)	G.O. Debt Service % to GF Operating Exp.
2017	$7,792,000	$204,392,000	3.81%
2016	$7,909,000	$189,160,000	4.18%
2015	$8,137,000	$191,704,000	4.24%
2014	$8,456,000	$158,025,000	5.35%
2013	$8,695,000	$152,601,000	5.70%
2012	$6,629,000	$156,356,000	4.24%
2011	$6,029,000	$149,239,000	4.04%
(1) Excludes Self-supporting Water Debt & Sewer			
(2) Does not include transfers out			

METHOD OF SALE

Competitive Sale: The Board, as a matter of policy, shall seek to issue its debt obligations in a competitive sale unless it is determined by the Comptroller that such a sale method will not produce the best results for the City. In such instances where the City, in a competitive bidding for its debt securities (whether general obligation or non-general obligation debt), deems the bids received as unsatisfactory or does not receive bids, it may, at the election of the Board of Finance, enter into negotiation for sale of the securities.

Negotiated Sale: When determined appropriate by the Comptroller and approved by the Board of Finance, the City may elect to sell its debt obligations through a negotiated sale. Such determination may be made on an issue by issue basis, for a series of issues, or for part or all of a specific financing program. Selection of the underwriting team shall be made pursuant to selection procedures set forth in this debt policy under "Selection of Consultants and Service Providers".

Private Placement: When determined appropriate by the Comptroller and approved by the Board of Finance, the City may elect to sell its debt obligations through a private placement of limited public offering. Selection of a placement agent shall be made pursuant to selection procedures developed by the Comptroller.

DISCLOSURE/ARBITRAGE COMPLIANCE

Rating Agencies: Full disclosure of operations and open lines of communication shall be made to the rating agencies. City staff, with assistance of financial advisors, shall prepare the necessary materials and presentation to the rating agencies. A credit rating will be sought from Moody's, Standard & Poors and Fitch rating agencies as recommended by the Comptroller in conjunction with the City's financial advisor.

Arbitrage: The Comptroller shall establish a system of record keeping and reporting to meet the arbitrage rebate compliance requirement of the federal tax code. This effort shall include tracking investment earnings on bond proceeds, calculating rebate payments in compliance with tax law, and remitting any rebateable earnings to the federal government in a timely manner in order to preserve the tax-exempt status of the City's outstanding debt issues. Additionally, general financial reporting and

Policy Initiatives - (continued)

certification requirements embodied in bond covenants shall be monitored to ensure compliance with all covenants.

Continuing Disclosure: The City is committed to continuing disclosure of financial and pertinent credit information relevant to the City's outstanding securities and will abide by the Provisions of Securities and Exchange Commission (SEC) Rule 15c2-12 concerning primary and secondary market disclosure.

SELECTION OF CONSULTANTS AND SERVICE PROVIDERS

Solicitation: The City's Comptroller shall be responsible for establishing a solicitation and selection process for securing professional services that are required to develop and implement the City's debt program. Goals of the solicitation and selection process shall include encouraging participation from qualified service providers, both local and national, and securing services at competitive prices.

Financing Team: The City employs outside financial specialists to assist in developing a bond issuance strategy, preparing bond documents and marketing bonds to investors. The key players in the City's financing transactions include its financial representatives (the Comptroller and staff, among others), Bond Counsel and a Financial Advisor. Other outside firms, such as those providing paying agent/registrar, trustee, credit enhancement, auditing, or printing services, are retained as required.

INVESTMENT OF PROCEEDS

The investment of idle funds must be in conformance with federal laws, state statutes, the City Charter, and internal policies and procedures.

SAFETY FIRST

Besides legality, the City's foremost investment objective will be safety of principal.

LIQUIDITY

The City will maintain sufficient liquidity to meet project expenditure requirements.

YIELD The yield on an investment is its current rate of return until maturity. Yeild should not and is not the primary concern for the City's investment of idle operating funds.

APPROVAL

Original policy approved by the Board of Finance on May 22, 2001 and updated February 28, 2017.

Fixed Assets Policies and Procedures

Introduction

A fixed asset is an asset that is not consumed or sold during the normal course of business, such as land, buildings, equipment, machinery, vehicles, leasehold improvements, and other such items. The amount of the yearly change to fixed asset values helps determine if the City's fiscal status is improving or declining.

The Board of Finance governs the following policies for City fixed assets, to ensure accountability for fixed assets. The Purchasing subcommittee of the Board of Finance will meet as needed to make updates to the policy. Most recently, the policy was reviewed and updated by the Board of Finance on February 28, 2017.

These policies are meant to answer questions about the City's fixed assets for financial reporting purposes such as:

- What types of assets do we have?
- What is the monetary threshold for assets to be capitalized and depreciated?
- Do we want to track assets below the depreciation threshold?
- What possible disposal or retirement reasons and what protocol will be used?
- Where are the locations?
- Who will decide the criteria to use for asset determination?
- What standards will be used for "useful life"?

The City periodically appropriates funds to provide private vendor support to update and modernize the City's infrastructure reporting capabilities. The last appropriation was for $5,000 in fiscal year 07-08. The City plans to continue to update valuations in the future.

Presented herewith are the City's Fixed Asset Policies and Procedures.

1. Asset Definitions

a. Capital Assets

A capital asset is defined as a piece of equipment, or investment in general infrastructure, that has a value in excess of $5,000.00 and has an expected useful life of greater than one year. The Governmental Accounting Standards Board ("GASB") has issued Statement 34, dictating the requirements for the reporting of such assets. The annual value of such assets is reported in the Comprehensive Annual Financial Report as prepared by the Comptroller's Office.

b. Controllable Assets

Certain purchases made by the City do not meet the criteria established for designation as a capital asset; by their nature, however, should be monitored for proper use and disposal, even though their value does not substantially impact the overall value of City assets. These controllable assets either render a critical function, put the City at risk by their absence (e.g. office equipment).

Policy Initiatives - (continued)

Department heads must make every effort to maintain adequate controls for such controllable assets, and must relay such controls to the purchasing agent.

2. Capitalization Thresholds

All assets with an initial individual cost of $5,000.00 or greater shall be recorded as a distinct asset for the purposes of reporting asset values in the City's Comprehensive Annual Financial Report, Financial Statement, and all related reports. The City shall maintain of minimum the following information on such assets: description, acquisition cost, acquisition date, purchase order, asset custodian, location, and condition.

The costs for improvements to current assets are to be added to the cost of the existing asset, where practical (in certain cases, improvements may be identified to be a unique asset). The costs of normal maintenance and repairs that do not add to the value of the asset, or materially extend asset lives, are not capitalized. Donated capital assets shall be recorded at the estimated fair market value at the date of donation.

Assets shall be assigned to one of the following class groups, for the purposes of reporting in government-wide financial statements: land and land improvements, buildings and building improvements, equipment, construction work in progress, and infrastructure.

Certain assets valued less than $5,000.00 but considered significant as to warrant the monitoring of their condition and location, shall additionally be tracked but not considered in the reporting of asset values as described in the City's Comprehensive Annual Financial Report or Financial Statement. Such items include but are not limited to computers, printers, minor furnishings, firearms, and general office equipment.

3. Asset Classification

a. **Land and Land Improvements**

Land and land improvements, including easements and rights of way, are assigned a useful life of 100 years; however, no depreciation is applied to land and land improvements.

b. **Construction**

Construction includes all buildings and building-related structures. Construction-in-process is considered as a separate type of construction and is tracked as a separate asset until the time of completion, at which point the value is reclassified as either a new building or related structure, or added to the value of the construction renovated.
Construction is divided into the following sub classes, with relevant useful life assigned to each subclass:

300	Construction	40 years
301	Portable Structures	25 years
302	Swimming Pools	50 years
304	Roof Replacement	25 years

Policy Initiatives- (continued)

305	Wastewater Treatment Buildings	30 years
308	Synthetic Turf Fields	15 years

c. **Infrastructure**

Investment in systems that provide a critical service to a municipality when considered as a system, but not a distinct separate asset, is recorded as infrastructure. By its nature, infrastructure is difficult to define as a separate system, and is difficult to define useful life on a broad basis. The Governmental Accounting Standards Board has recommended, and the City of Bristol has adopted, reporting of infrastructure using the following subclasses and relative useful life for the subclasses:

320	General Infrastructure	65 years
410	Bridges	50 years
415	Tunnels	60 years
420	Streets/alleys – subsurface	0 years
425	Streets/alleys - asphalt	20 years
430	Traffic control signals	10 years
440	Sidewalks and curbing	20 years
455	Dams, Basins, and levees	60 years
480	Street Lighting	15 years
490	Water/sewer collection (piping)	65 years

d. **Machinery and Equipment**

Machinery and equipment typically comprises the largest number of assets, but comprises the smallest overall value in relation to other classes. Machinery and equipment are given consideration within the following sub classes, with related useful life:

110	Outdoor Equipment	20 years
120	Police and Fire Equipment	10 years
130	Machinery and Tools	15 years
140	Custodial/Kitchen Appliances	15 years
150	Science and Engineering Equipment	10 years
160	Furniture and Accessories	20 years
170	Business Machines	10 years
180	Communications Equipment	10 years
190	Computer Equipment	5 years
200	Computer Software	5 years
210	Audiovisual Equipment	10 years
220	Books and Multimedia	5 years
230	Athletic Equipment	10 years
250	Musical Instruments	10 years
270	Contractor Equipment	10 years
280	Grounds Maintenance Equipment	15 years

The City of Bristol does not engage in the practice of tagging specific equipment; however, all machinery and equipment is monitored by departments on an annual basis.

Policy Initiatives- (continued)

e. **Vehicles**

Consideration is made for vehicles separately from machinery & equipment, in one of the following subclasses:

121 Fire Protection Vehicles	20 years
122 Police Patrol Vehicles	3 years
260 Other Licensed Vehicles	8 years

Please note that equipment such as forklifts, loaders, bulldozers, and backhoes are considered contractor's equipment, and are not defined as a vehicle for purposes of asset reporting.

Property Accounting

a. Useful Life Assessments

Normal useful life is defined as the physical life, in terms of years, that an asset is expected to endure before it deteriorates to an unusable condition. Asset classes as defined in this document have been assigned an estimated useful life; a useful life is assigned to each and every asset according to the values listed in the table of classes.

b. Asset In-Service Dates

An asset's age is typically based on when the asset was acquired, or when the asset underwent its most recent major renovation. The Munis system uses the invoice date for determination of when the asset was acquired.

c. Fund Designations/Function Designations

1. Fund Designations

For accounting purposes, assets are associated with a fund type; either governmental or proprietary. Assets associated with governmental funds are intended primarily for general governmental use, serving such uses as public safety or public use. The source of the funds used to acquire these assets is typically, although not exclusively, derived from common collected taxes and fees. Assets associated with proprietary funds are intended primarily for the use of specific self-supporting units; for the City of Bristol, the Water Department is an example of a self-supporting unit. The source of the funds used to acquire these assets is typically, although not exclusively, derived from specific fees associated with direct use of the services offered.

2. Function Designations

Assets are additionally associated with a function (also referred to as program use). The City of Bristol defines assets as relevant to one of the following functions:

Policy Initiatives- (continued)

10 General Government
20 Public Safety
30 Public Works
40 Health and Social Services
50 Education
60 Libraries
70 Parks and Recreations
80 Miscellaneous/Art

d. Depreciation Considerations

Depreciation shall be applied to all capital assets, assigned on an annual basis (except for land or land improvements, and work in process). The straight line depreciation method shall be used, according to the following formula:

Original cost less Salvage value, divided by estimated useful life.

5. Property Control

a. Department Responsibilities

City departments must maintain all assets that are within their control, in as good condition as may be made in the asset's working environment.
Departments shall take adequate care that the working environment for the assets is appropriate and suitable for such assets.
City departments must treat all assets in an ethical manner, and must not misuse the assets or use the assets for personal use or benefit.
City departments must provide to the Purchasing Department any relevant information or documents (e.g. vehicle titles) for assets within their control.
City departments must consult with, and obtain approval of the Purchasing Department, for suitable and appropriate disposal method for assets no longer required by the department.
City departments must annually report all additions and deletions of assets for their department, to the Purchasing Department. Such annual report must be made within sixty days of the end of the fiscal year relevant to the annual report.

b. Purchasing Responsibilities

The Purchasing Department shall maintain a full and comprehensive list of capitalized assets possessed by the City. Information on the asset history, location, and appropriate custodial responsibility shall be retained and managed in such list.
The Purchasing Department shall maintain all files relative to vehicle titles and/or certificates of origin.
The Purchasing Department is responsible for the issuance of RFP's relative to the sale of land parcels, as directed by either the Mayor or the Real Estate Committee of the City Council.

Policy Initiatives- (continued)

The Purchasing Department is responsible for the continuing maintenance of asset records in the City's financial records system (i.e. Munis), including maintenance of tables relative to such asset records.
The Purchasing Department reports asset additions and/or deletions to the Comptroller's Office, for its consideration in the preparation of the Comprehensive Annual Financial Report ("CAFR").

c. Comptroller Responsibilities

The Comptroller's Office is responsible for the presentation of the value of all assets in the Comprehensive Annual Financial Report. Such reporting includes the reporting of assets both by fund and by function.
The Comptroller's Office is responsible for the calculation and application of all depreciation, and any and all adjustments to the plant asset fund.
The Comptroller's Office shall provide direction and management in the establishment of appropriate useful lives for asset classes.

6. Additions and Deletions

All City departments are required to provide detailed information on all asset deletions and assets newly acquired during a fiscal year, no later than sixty (60) days after the last day of the fiscal year. Such information shall include, where possible: asset description, location funding source, acquisition date, purchase order number, serial number, and asset cost.

Additions and deletions of assets are to be reported directly to the Purchasing Agent, who shall compile a summary of all additions and deletions and present to the Comptroller.

Methods of Asset Disposition

Assets owned by the City may be deleted from the list of assets by the ollowing means:

1. **Trade-in** – assets may be considered for trade-in at the time of acquisition of replacement assets, subject to normal purchasing bidding guidelines, and written approval by the department head.

2. **Surplus Sale via sealed bids** - the Purchasing Department may sell surplus property by soliciting competitive bids. Such sales will be the result of public notice in a locally distributed newspaper, no less than ten days prior to the scheduled sale.

3. **Surplus Sale via online auction** - the Purchasing Department may sell surplus property via online auction. Such sales will be publicly available via the Purchasing web site, no less than ten days prior to the scheduled sale.

4. **Sale of real estate** - the Purchasing Department shall sell surplus real estate in accordance with direction set forth by the Real Estate Committee, via guidelines set forth in Section 2G.

Policy Initiatives- (continued)

5. **Discard/Disposal** - a department head, with written approval by the Comptroller's Office, may recommend the disposal of assets that are both no longer in use and have been determined to have no remaining value.

6. **Annual Reporting**

The total value of assets is reported in the Comprehensive Annual Financial Report ("CAFR") as prepared by the Comptroller's Office. The value of assets, reported by function, shall include the beginning value, a summary of additions, a summary of retirements, and an ending value for the fiscal year being reported.

7. **Property Control**

a. Department Responsibilities

City departments must maintain all assets that are within their control, in as good condition as may be made in the asset's working environment. Departments shall take adequate care that the working environment for the assets is appropriate and suitable for such assets. City departments must treat all assets in an ethical manner, and must not misuse the assets or use the assets for personal use or benefit.

Investment Policy

The purpose of the investment policy is to specify the policies and guidelines that provide for the prudent and productive investment of funds. It is the policy of the City of Bristol to invest public funds in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow demands of the City. The investment policy will be operated in conformance with federal, state and local statutes governing the investment of public funds.

In accordance with Section 25 of the City Charter, the Board of Finance authorizes the Treasurer to act as the investment officer and to invest all City funds with the exception of pension and various other trust funds.

Scope

This investment policy applies to all financial assets of the City of Bristol. These funds are accounted for in the City's Comprehensive Annual Financial Report and include:

- General Fund
- Special Revenue Funds
- Capital Project Funds
- Debt Service Funds
- Internal Service Funds
- Trust and Agency Funds
- Any new fund created by the governing body, unless specifically exempted by the governing body or legally restricted

This investment policy applies to all transactions involving the financial assets and related activity of all foregoing funds. This investment policy excludes investment of employees' retirement funds and post-employment benefits funds.

Policy Initiatives- (continued)

Except for cash in certain restricted and special funds, the City of Bristol will consolidate cash and reserve balances from all funds to maximize investment earnings and to increase efficiencies with regard to investment pricing, safekeeping and administration. Investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.

Investment Objectives
Investments shall be made in accordance with the following principles:

- Safety
- Liquidity
- Yield

Safety
Safety is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.

The City of Bristol will minimize credit risk, the risk of loss due to failure of the issuer or backer by:

- Limiting investments to the types of investments listed in this investment policy
- Pre-qualifying the financial institutions, brokers/dealers, intermediaries, and advisors with which Bristol will do business.
- Diversifying the investment portfolio so that potential losses in individual securities will be minimized.

The City of Bristol will minimize interest rate risk, the risk that the market value of securities in the portfolio will fall due to changes in market interest rates by:

- Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity.
- Investing operating funds primarily in shorter-term securities, money market mutual funds, or similar investment pools.

Liquidity
The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished structuring the portfolio so that the securities mature concurrent with the cash needs to meet anticipated demands. Furthermore, since all possible cash demands cannot be anticipated, the portfolio should consist largely of securities with active secondary or resale markets. A portion of the portfolio may be placed in money market mutual funds or state government investment pools, which offer same-day liquidity for short-term funds.

Policy Initiatives - (continued)

Yield
The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The core of investments are limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed.

Prudence
The "prudent person" rule shall be the standard used by the City staff and shall be applied in the context of managing the overall portfolio. City staff acting in accordance with written procedures and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

Delegation of Authority
Responsibility for the operation of the investment program is hereby delegated to the Treasurer or the Deputy Treasurer, who shall act in accordance with established written procedures and internal controls for the operation of the investment program consistent with the investment policy. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Treasurer's Office. The Treasurer/Deputy Treasurer will have the authority to make investments as deemed appropriate and within the guidelines of the Investment Policy.

Ethics and Conflicts of Interest
Rules and policies promulgated by the Treasurer shall be designed in the best interest of the City and its citizens, and shall not afford special financial advantage to any individual or corporate member of the financial investment community.

Authorized Financial Institutions, Depositories, and Brokers/Dealers
All investments must be made in securities authorized by CGS 3-24f, 3-27f or 7-400 or in deposits authorized by CGS 7-401-402. To further clarify, the City shall only do business with qualified public depositories. Eligibility may be based on the recent certified Qualified Public Depository Qualification Form which is prepared by each institution. At a minimum, the City's Treasurer shall conduct an annual evaluation of each institution's credit worthiness to determine whether it should be an authorized institution.

Financial institutions which serve as depositories of City funds shall comply with all prevailing collateralization provisions of the State of Connecticut.

Internal Controls
The Treasurer shall establish and maintain a system of internal controls. The controls shall be designed to prevent and control loss of public funds due to fraud, error, misrepresentation, unanticipated market changes or imprudent actions. The internal control structure shall be designed to provide reasonable assurance that the cost of the control should not exceed the benefits likely to be derived; and the valuation of costs and benefits requires estimates and judgments by management.

Policy Initiatives - (continued)

The internal controls shall address the following points:

- Competitive bids on investments
- Division of duties among staff
- Custodial safekeeping
- Clear delegation of authority to subordinate staff members
- Written confirmation of transactions for investments and wire transfers

Safekeeping
All investment securities purchased or owned by the City shall be held in third-party safekeeping by an institution designated as primary agent. The primary agent shall issue a safekeeping receipt to the City listing the specific instrument, rate, maturity and other pertinent information.

Diversification
The City of Bristol shall diversify its investments to avoid incurring unreasonable risks inherent in over investing in specific instruments, individual issuers or maturities. Diversification strategies shall include:

- Limiting to ten percent (10%) of the overall portfolio the amount that may be invested in deposits with a single bank, unless the deposits are fully-insured or fully collateralized.
- There is no limitation on the percentage of the overall portfolio that may be invested in; (1) U.S. government agency obligations and in repurchase agreements fully collateralized by such securities, (2) an authorized custodial arrangement, pool or money market fund or (3) STIF (Short-Term Investment Fund)
- Investments in securities that are not readily marketable, other than securities or deposits that mature within seven days, may not exceed ten percent (10%) of the portfolio's net assets at the time of purchase, and
- Investing in securities with varying maturities.

This policy does not apply to bank accounts used for temporary deposit of receipts and deposits needed to cover disbursements that are expected to clear over the next seven days.
Investment decisions shall be based on the relative and varying yields and risks of individual securities and the municipality's liquidity requirements.

Reporting Requirements
Semi-annually, the Treasurer shall prepare a report of investments and present it to the Board of Finance. This report will include any data on investment instruments being held, as well as any narrative necessary for clarification.

Approval of Investment Policy
The City's Investment policy shall be adopted by resolution of the City of Bristol Board of Finance. The policy shall be reviewed annually and any modifications made thereto must be approved by the Board of Finance.

The Board of Finance adopted the Investment Policy on February 28, 2012.

Policy Initiatives - (continued)

Donations Policy

Civic, non-profit groups requesting a monetary donation from the City of Bristol for a program or event that will be held in Bristol and benefit the residents may submit a proposal in writing to the Board of Finance for review.

Requirements:

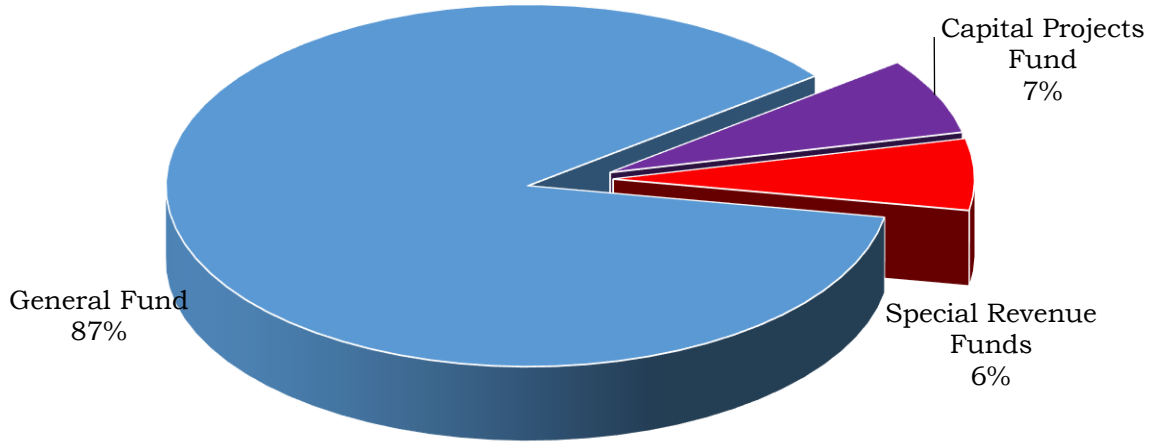
- A written plan for the program must be submitted to the Comptroller's Office – Attention Board of Finance. Documentation shall detail all fundraising efforts and other sources of funds or donations for the project. The necessary permits shall be obtained and a Certificate of Insurance shall be provided (if required).
- Accounting of the donation is required. Proof of expenditures, including an invoice and receipt must be provided to the Comptroller's Office within 30 days after the event. If the event has not taken place at the end of the fiscal year (June 30) an accounting of the donation is required to be submitted to the Comptroller's Office.
- The donation shall be applied directly to the program.
- The program or event must be held in Bristol and designed to benefit Bristol citizens
- The City of Bristol shall be recognized for the donation on any plaque or program presented for the event.
- Only one request per group will be reviewed in a fiscal year
- This policy does not imply that any donation will be guaranteed. All decisions by the Board of Finance are final.

Due to the limits of available funds, priority will be given to those civic programs willing to share costs of the projects, coordinate services and work cooperatively with City Departments.

Failure to supply the necessary information may result in the delay of the review of the donation request. Failure to supply accounting of the donation will result in repayment of the donation to the City.

The Board of Finance adopted the Donations Policy on March 11, 2014.

CITY OF BRISTOL
FY 2019 Approved Operating Budget
Percentage of Budget by Fund



ALL FUNDS TOTAL: $223,857,541

Note: The approved 2019 Operating Budget for all funds increased by $12,695,596 or 6.01% over the authorized 2018 budget.

Budgetary Summaries - (continued)

CITY OF BRISTOL
FY 2019 Approved Operating Budget
Sources of Funds Summary

Sources	FUNDS			
	General Fund	Special Revenue Funds	Capital Projects Funds	TOTAL
Taxes and Prior Levies	$144,386,745	$3,000		$144,389,745
Interest & Liens on Delinquent Taxes	775,000			775,000
Licenses, Permits and Fees	1,185,400	317,950		1,503,350
Intergovernmental	44,256,020	3,791,926	3,492,575	51,540,521
Charges for Services	2,745,635	8,065,500		10,811,135
Investment Earnings	508,000	11,850		519,850
Sale of Property & Equipment	75,000			75,000
Miscellaneous	474,385	381,650	745,000	1,601,035
Operating Transfers In	3,000	1,645,745	460,000	2,108,745
Loans & Sale of Bonds and Notes			9,852,160	9,852,160
Fund Balance			681,000	681,000
APPROPRIATED SOURCES OF FUNDS	$194,409,185	$14,217,621	$15,230,735	$223,857,541

Discussion of the FY 2019 Sources of Funds is contained within the Funding Summaries in the Operating Budget Summary Tab.

Budgetary Summaries - (continued)

CITY OF BRISTOL
FY 2019 Approved Operating Budget
Uses of Funds Summary

Uses	FUNDS			
	General Fund	Special Revenue Funds	Capital Projects Funds	TOTAL
General City (Excluding BOE)				
Salaries & Wages	$ 38,485,855	3,716,242		**$ 42,202,097**
Employee Benefits	2,911,320	444,403		**3,355,723**
Contractual Services	10,630,610	3,259,290		**13,889,900**
Supplies & Materials	2,929,735	2,147,080		**5,076,815**
Capital Outlay- Equipment	1,517,220	495,000		**2,012,220**
Construction		970,000	$15,230,735	**16,200,735**
Miscellaneous/ Other (Insurance)	1,164,805	331,905		**1,496,710**
Operating Transfers Out	24,358,445	2,718,886		**27,077,331**
Contingency	1,000,000	134,815		**1,134,815**
Board of Education				
General Control	2,594,559			**2,594,559**
Instruction	48,282,310			**48,282,310**
Transportation	4,329,101			**4,329,101**
Operation of Plant	6,816,209			**6,816,209**
Maintenance of Plant	2,536,790			**2,536,790**
Benefits & Fixed	16,810,544			**16,810,544**
Athletics & Student	2,026,045			**2,026,045**
Capital & Technology	2,202,611			**2,202,611**
Special Education	29,806,266			**29,806,266**
Tuition	818,000			**818,000**
Anticipated Revenue*	(4,811,240)			**(4,811,240)**
APPROPRIATED USES OF FUNDS	**$ 194,409,185**	**$ 14,217,621**	**$ 15,230,735**	**$ 223,857,541**

Major Cost Components:

General Fund - In fiscal year 2014, the BOE developed alternate character codes to better suit their reporting needs. The BOE's budget accounts will continue to be shown separately from the City's based on these changes.
***** The Board of Edcuation is anticipating $4.8 million in revenue from Excess cost, Medicaid, Building rentals, and Tuition.

Special Revenue Funds - Contractual Services comprises 22.9% of the total budget.

Budgetary Summaries - (continued)

CITY OF BRISTOL
Summary of Operating Budget Appropriations
Comparative Schedule

			2019 Over (Under) 2018 Approved	
Department/Purpose	2018	2019	Amount	Percentage
General Government	$ 7,383,205	$ 7,570,086	$ 186,881	2.53%
Public Safety	25,074,105	26,809,185	1,735,080	6.92%
Public Works	24,200,425	24,628,955	428,530	1.77%
Health & Social Services	3,589,300	3,668,209	78,909	2.20%
Libraries	2,136,545	2,234,770	98,225	4.60%
Parks & Recreation	2,637,450	5,680,645	3,043,195	115.38%
Education	113,449,530	119,962,275	6,512,745	5.74%
City-Wide:				
Employee Benefits	2,834,605	1,676,320	(1,158,285)	-40.86%
Insurance	842,000	888,000	46,000	5.46%
Miscellaneous	3,149,355	2,526,950	(622,405)	-19.76%
Transfers Out	24,650,425	27,077,331	2,426,906	9.85%
Contingency	1,215,000	1,134,815	(80,185)	-6.60%
TOTAL - ALL APPROPRIATIONS	$ 211,161,945	$ 223,857,541	$ 12,695,596	6.01%

Parks & Recreation has 2 approved projects in the 2019 Capital Budget totaling $3,100,000 which account for the 115% increase over 2018.

Budgetary Summaries - (continued)

Projected Financial Condition – General Fund

	FY 2017 Actual	FY 2018 Estimated	FY 2019 Budget
Beginning Unassigned Fund Balance	**$28,737,167**	**$27,795,244**	**$28,195,410**
Revenues			
Taxes and Prior Levies and Assessments	$140,288,558	$140,213,894	$144,386,745
Interest and Lien Fees on Delinquent Tax	1,138,474	895,200	775,000
Licenses Permits and Fees	1,379,713	1,727,586	1,185,400
Intergovernmental	51,070,622	48,886,659	44,256,020
Charges for Services	3,955,330	4,311,914	2,745,635
Investment Earnings	458,100	938,636	508,000
Sale of Property and Equipment	70,046	371,315	75,000
Miscellaneous	740,845	707,354	474,385
Fund Balance	0	0	0
	$199,101,688	$198,052,558	$194,406,185
Expenditures/Expenses			
General Government	6,110,504	6,166,872	6,606,185
Public Safety	23,964,026	25,316,101	25,409,185
Public Works	13,223,670	15,714,365	12,277,410
Health and Social Services	6,354,401	6,312,098	3,440,080
Libraries	2,025,217	2,189,715	2,234,770
Parks and Recreation	2,465,046	2,512,067	2,580,645
Education	93,588,096	96,688,829	111,411,195
City Wide			
Employees Benefits and Pension	3,585,863	4,471,466	1,676,320
Insurance	785,114	804,751	888,000
Miscellaneous	1,258,418	551,705	3,526,950
	$153,360,355	$160,727,969	$170,050,740
Excess of Revenues Over (Under) Expenditures/Expenses	45,741,333	37,324,589	24,355,445
Other Financing Sources (Uses)			
Operating Transfers In	(28,858)	18,039	3,000
Operating Transfers Out	(43,095,889)	(37,192,462)	(24,358,445)
	($43,124,747)	($37,174,423)	($24,355,445)
Revenue and Other Sources Over (Under) Expenditures/Expenses and Other Uses	2,616,586	150,166	0
Residual Equity Transfer In	0	0	0
Changes in Fund Balance Components	(3,558,509)	250,000	
Unassigned Fund Balance	$27,795,244	$28,195,410	$28,195,410

Budgetary Summaries - (continued)

Projected Financial Condition- Enterprise Fund

	FY 2017 Actual	FY 2018 Estimated	FY 2019 Budget
Beginning Unrestricted Net Assets	**$6,832,695**	**$7,575,380**	**$7,555,926**
Revenues			
Charges for Services	7,500,654	7,524,875	7,511,000
Miscellaneous	269,388	349,309	348,109
Interest Income	527,135	541,400	541,300
	$8,297,177	$8,415,584	$8,400,409
Expenses			
General Government	6,977,049	8,030,554	8,338,476
Debt Service	577,443	404,484	374,269
	$7,554,492	$8,435,038	$8,712,745
Excess of Revenues Over Expenses	742,685	(19,454)	(312,336)
Ending Available Cash Balance *	**$7,575,380**	**$7,555,926**	**$7,243,590**

The Enterprise Fund is comprised of the Bristol Water Department.

* Includes operating statement and balance sheet amounts which represent non-reserved available cash balances. Total retained earnings can be found in the Comprehensive Annual Financial Report available from the Comptroller's Office. The available cash balance represents budget resources available for appropriation at the beginning of the fiscal year and projected resources remaining at year end.

Budgetary Summaries - (continued)

Projected Financial Condition- Internal Service Fund

	FY 2017 Actual	FY 2018 Estimated	FY 2019 Budget
Beginning Available Unrestricted Net Assets	**$12,289,587**	**$15,883,875**	**$13,643,832**
Revenues			
Charges for Services	8,169,580	8,001,417	8,377,100
Miscellaneous	165,310	800,913	100,000
Interest Income	47,036	60,568	36,000
	$8,381,926	$8,862,898	$8,513,100
Expenses			
Insurance Claims Premiums and Fees	35,914,180	40,174,154	39,506,700
Excess of Revenues Over (Under) Expenses	(27,532,254)	(31,311,256)	(30,993,600)
Other Financing Sources (Uses)	0	0	0
Operating Transfers In	31,126,542	29,071,213	29,647,200
Excess of Revenues and Other Sources Over (Under) Expenses and Other Uses	3,594,288	(2,240,043)	(1,346,400)
Ending Available Unrestricted Net Assets	**$15,883,875**	**$13,643,832**	**$12,297,432**

The Internal Service Fund consists of the Health Benefits Fund and the Workers' Compensation Self-Insurance Funds. The Internal Service Fund provides services to City Departments, the Board Education and other governmental units on a cost reimbursement basis.

Budgetary Summaries - (continued)

Combined Budgetary Schedule Revenue & Fund Sources

Sources	FY 2017 Actual	FY 2018 Budget	FY 2019 Approved
General Fund			
Taxes and Prior Levies			
Current Property Taxes	$138,468,394	$137,957,930	$143,086,745
Prior Levies	1,820,164	1,300,000	$1,300,000
Taxes and Prior Levies	$140,288,558	$139,257,930	$144,386,745
Interest and Liens on Delinquent Taxes			
Interest and Lien Fees	$1,138,474	$775,000	$775,000
Licenses, Permits and Fees			
Assessor Late Filing Fee	$1,685	$1,500	$2,550
Delinquent Fees	2,488	2,000	1,000
Circuit Court Fines	7,393	2,000	4,000
Dog Penalties	538	800	800
Merchandising Licenses	4,310	2,500	2,500
Dog Licenses	7,108	8,000	8,000
Marriage Licenses	2,480	2,500	2,500
Clerk Fees	13,323	10,000	11,000
Liquor Permits	160	150	150
Notary Services	2,230	2,000	2,000
Notary Appointment	1,730	1,500	1,500
Burial Permits	2,604	2,400	2,400
Trade Names	655	600	600
Vital Statistics	136,766	118,000	118,000
Parking Violations	58,080	48,000	48,000
Alarm Fines	11,610	17,000	17,000
Police Report Fees	14,935	12,000	12,000
Zoning Violations	0	1,500	1,500
Drop Fee	2,550	2,400	2,400
Building Permits	1,062,934	850,000	900,000
Public Works Excavation Permits	8,150	11,800	12,500
Land Use Fees and Permits	21,657	13,000	18,000
Surcharge	68	0	
Library Fines	16,259	17,000	17,000
Licenses, Permits and Fees	$1,379,713	$1,126,650	$1,185,400
Charges for Services			
Copier Charges	$2,102	$2,250	$1,750
Water Department Reimbursement	11,420	1,250	1,250
Foreclosure Costs	27,743	10,000	10,000
Court Rental	146,777	146,000	100,000
Rental of 51 High Street	15,460	15,205	15,770
Rentals	4,563	500	500
Miscellaneous Charges	2,961	8,000	4,000

Budgetary Summaries - (continued)

Combined Budgetary Schedule Revenue & Fund Sources (con't)

Sources	FY 2017 Actual	FY 2018 Budget	FY 2019 Approved
Charges for Services (continued)			
Recording Fees	$298,310	$280,000	$280,000
Copier Charges	48,874	46,200	46,200
Real Esatate Transfer Tax	968,407	800,000	825,000
Senior Citizen Non-Resident Fee	3,738	3,000	3,000
Senior Center Rentals	62,641	61,000	66,300
Police ID Charges	31,452	20,000	25,000
Police Special Services	1,546,004	600,000	600,000
Fire Services	3,548	450	450
Dog Warden Charges	2,825	3,000	3,000
Public Works Fees	335,912	322,415	355,535
Other Recycling	9,018	3,300	9,000
Engineering Maps	948	900	650
Recycling Receipts	4,651	5,000	6,200
Public Works Service Charges	50	0	50
Sale of Barrels	16,488	18,115	21,100
Perm Patch	55,605	0	0
Mayor's Aids Task Force	725	0	0
Copier Charges	10,632	9,000	9,000
Library Rental	840	960	680
Pool Charges	192,176	193,790	203,500
Summer Recreation Program	89,170	100,275	97,000
Fall Recreation Program	9,893	9,175	0
Winter Recreation Program	31,836	19,125	29,000
Park Rentals	15,125	13,500	18,000
Concession/ Miscellaneous	5,336	11,025	13,400
Parks Miscellaneous Charges	100	300	300
Charges for Services	$3,955,330	$2,703,735	$2,745,635
Investment Earnings			
Interest General Fund	$449,237	$325,000	$500,000
Interest Accounts Receivable	8,863	6,000	8,000
Investment Earnings	$458,100	$331,000	$508,000

Budgetary Summaries - (continued)

Combined Budgetary Schedule Revenue & Fund Sources (con't)

Sources	FY 2017 Actual	FY 2018 Budget	FY 2019 Approved
Sale of Property and Equipment			
Sale of Property and Equipment	$70,046	$75,000	$75,000
Sale of Property and Equipment	$70,046	$75,000	$75,000
Other Miscellaneous Revenue			
Comptroller's Miscellaneous Revenue	2,555	5	2,000
Refunds	17,837	0	0
Reimbursements Social Services	20,562	8,650	4,325
Library Trust Funds	4,055	4,030	4,130
Manross Library Trust	19,155	0	0
Library Trust - Goodsell	27,210	13,525	27,730
Credit Card Fees	74,000	0	0
Park Trust Funds	465,338	400,000	400,000
Park Trust - Goodsell	23,175	23,330	23,330
Other Miscellaneous Revenue	$653,887	$449,540	$461,515
Contributions			
HMO Employee Contributions	$4,242	$1,500	$3,000
Probate Contributions	13,890	14,615	9,870
Interdistrict BOE	68,826		0
Contributions	$86,958	$16,115	$12,870
Federal Grants			
Housing - PILOT	$193,371	$0	$0
Winter Storm - Alfred	61,137	0	0
Civil Preparedness	5,713	8,235	8,785
Federal Grants	$260,221	$8,235	$8,785

Budgetary Summaries - (continued)

Combined Budgetary Schedule Revenue & Fund Sources (con't)

Sources	FY 2017 Actual	FY 2018 Budget	FY 2019 Approved
State Grants			
State Property	$0	$57,420	$0
Elderly Freeze	3,334	0	0
Elderly Circuit Breaker	334,198	350,000	0
Hospital PILOT	392,185	392,185	371,495
Totally Disabled PILOT	13,451	10,000	12,900
Veterans Grant	29,117	20,000	25,000
Enterprise Zone Reimbursement	124,866	100,000	0
Motor Vehicles	0	1,095,290	0
Sales Tax	1,276,119	1,836,945	0
Town Aid Road Grant	663,933	663,930	663,770
Mashantucket Pequot Grant	565,082	559,715	400,280
Off-Track Betting	51,643	65,000	50,000
Miscellaneous	410	500	0
Municipal Grant-in-Aid	2,486,925	0	0
Utilities Tax	125,939	100,000	100,000
Municipal Stabilization Grant	0	0	225,810
Demand Response Grant	57,275	0	0
Youth Bureau	40,816	40,815	39,335
Youth Enhancement Services	7,550	0	0
Juvenile Diversion	35,663	0	0
Police Dispatch Grants (Training, EMD)	134,521	6,000	134,500
E-911 Grant	6,451	134,500	6,000
School Readiness	2,795,304	0	0
Quality Enhancement Grant	25,024	0	0
Education Cost Sharing Grant	41,420,177	41,657,310	42,068,145
Public Act 481 Grant	220,418	0	150,000
State Grants	$50,810,401	$47,089,610	$44,247,235
Other Financing Sources			
Other Financing Sources	$0	$0	$0
Operating Transfers In			
Transfer In-Sewer	$11,374	$3,000	$3,000
Transfer In-Permanent Funds	(40,232)	0	0
Other Financing Sources	($28,858)	$3,000	$3,000
Subtotal General Fund	$199,072,830	$191,835,815	$194,409,185

Budgetary Summaries - (continued)

Combined Budgetary Schedule Revenue & Fund Sources (con't)

Sources	FY 2017 Actual	FY 2018 Budget	FY 2019 Approved
Special Revenue Funds			
Building Equipment and Sinking Fund			
Investment Earnings	$6,547	$0	$0
Transfers In	1,631,170	0	0
Contributions	0	0	0
Fund Balance	0	0	0
Building Equipment Sinking Fund	$1,637,717	$0	$0
Bristol Development Authority			
Intergovernmental	$514,983	$609,740	$598,754
Transfer In - General Fund	376,450	545,375	477,635
Bristol Development Authority	$891,433	$1,155,115	$1,076,389
Sewer Operating and Assessment Fund			
Sewer Assessments, Interest and Liens	$12,823	$3,000	$3,000
Licenses, Permits and Fees	81,257	40,000	40,000
Charges for Services-Sewer User Fees	6,670,781	6,758,000	7,123,000
Investment Earnings	11,211	10,000	10,000
Miscellaneous	101,529	73,500	73,500
Sewer Operating and Assessment Fund	$6,877,601	$6,884,500	$7,249,500
Solid Waste Disposal Fund			
Investment Earnings	$1,713	$1,000	$1,000
Miscellaneous	304,300	302,850	308,150
Transfer In- General Fund	713,605	461,245	802,600
Solid Waste Disposal Fund	$1,019,618	$765,095	$1,111,750
School Lunch Program			
Intergovernmental			
Federal Reimbursements	$2,154,547	$1,999,475	$2,100,172
State Grants	142,430	123,000	123,000
Intergovernmental	2,296,977	2,122,475	2,223,172
Investment Earnings	4	0	0
Charges for Services-Sale of School Lunches	807,357	763,135	690,000
Other Sales	19,922	9,500	9,500
School Lunch Program	$3,124,260	$2,895,110	$2,922,672

Budgetary Summaries - (continued)

Combined Budgetary Schedule Revenue & Fund Sources (concluded)

Sources	FY 2017 Actual	FY 2018 Budget	FY 2019 Approved
Pine Lake Challenge Course			
Charges for Services	$116,147	$152,800	$165,300
Investment Earnings	164	140	150
Pine Lake Challenge Course	$116,311	$152,940	$165,450
LOCIP			
Intergovernmental	$257,227		$970,000
Investment Earnings	29		0
LOCIP	$257,256	$0	$970,000
Transfer Station Fund			
Licenses, Permits and Fees	$176,666	$92,950	$112,650
Charges for Services	$251,942	$283,135	$243,000
Investment Earnings	1,221	700	700
Transfer In General Fund	246,915	316,820	365,510
Transfer Station Fund	$676,744	$693,605	$721,860
Subtotal Special Revenue Funds	$14,600,940	$12,546,365	$14,217,621
Capital Project Funds			
Taxes, Prior Levies and Assessments	$17,786		$120,000
Intergovernmental	5,043,870	2,015,000	$3,492,575
Investment Earnings	14,944		
Other/Miscellaneous/Contributions	66,550		625,000
Other Financing Sources			
Transfers In /Use of Fund Balance	4,366,676	1,162,765	1,141,000
Loans and Sale of Bonds and Notes	25,283,007	3,602,000	9,852,160
Other Financing Sources	$29,649,683	$4,764,765	$10,993,160
Subtotal Capital Project Funds	$34,792,833	$6,779,765	$15,230,735
ALL REVENUES AND FUNDING SOURCES	$248,466,603	$211,161,945	$223,857,541

Budgetary Summaries - (continued)

Combined Budgetary Schedule Expenditure & Appropriation Uses by Function

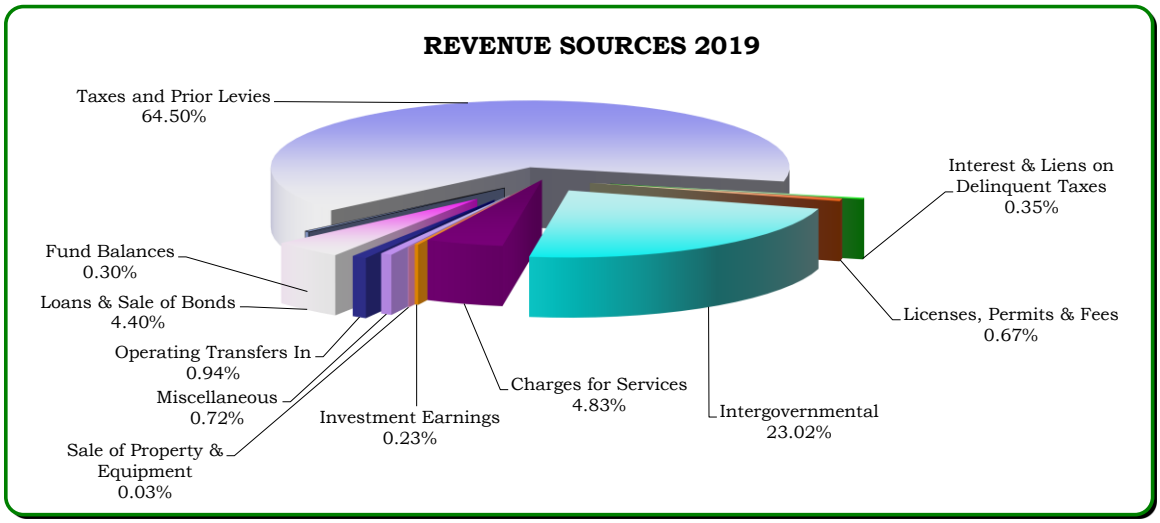
Uses	FY 2017 Actual	FY 2018 Budget	FY 2019 Approved
General Fund			
General Government	$6,110,504	$6,212,620	$6,606,185
Public Safety	23,964,026	24,502,105	25,409,185
Public Works	13,223,670	11,978,560	12,277,410
Health and Social Services	6,354,401	3,436,830	3,440,080
Education	93,588,096	110,361,655	111,411,195
Libraries	2,025,217	2,136,545	2,234,770
Parks and Recreation	2,465,046	2,437,450	2,580,645
Employee Benefits and Pension	3,585,863	2,834,605	3,526,950
Insurance	785,114	842,000	888,000
Miscellaneous	1,258,418	4,149,355	1,676,320
Transfers Out	43,095,889	22,944,090	24,358,445
Subtotal General Fund	$196,456,244	$191,835,815	$194,409,185
Special Revenue Funds			
Building and Equipment Sinking Fund			
General Government	$35,427	$0	$0
Public Safety	207,118	0	0
Public Works	487,255	0	0
Health and Social Services	0	0	0
Parks and Recreation	0	0	0
Education	21,575	0	0
Transfer Out	500,000	0	$0
Building and Equipment Sinking Fund	$1,251,375	$0	$0
Community Development Act (B.D.A)			
General Government	$681,167	$885,985	$588,451
Health and Social Services	775,922	152,470	228,129
Transfer Out	82,274	116,660	259,809
Bristol Development Authority	$1,539,363	$1,155,115	$1,076,389
Sewer Operating and Assessment Fund			
Public Works	$3,599,149	$5,116,665	$4,978,540
Insurance	59,202	61,500	195,485
Transfers Out	2,192,959	1,706,335	2,075,475
Sewer Operating and Assessment Fund	$5,851,310	$6,884,500	$7,249,500
Solid Waste Disposal Fund			
Public Works	$1,000,000	$765,095	$1,111,750
Solid Waste Disposal Fund	$1,000,000	$765,095	$1,111,750
School Lunch Program			
Education	$2,908,253	$2,641,560	$2,660,345
Transfer Out	253,552	253,550	262,327
School Lunch Program	$3,161,805	$2,895,110	$2,922,672
Pine Lake Challenge Course			
General Government	$107,420	$152,940	$165,450
Pine Lake Challenge Course	$107,420	$152,940	$165,450

Budgetary Summaries - (continued)

Combined Budgetary Schedule Expenditure & Appropriation Uses by Function

Uses	FY 2017 Actual	FY 2018 Budget	FY 2019 Approved
LOCIP			
Parks	$11,484	$0	$100,000
Public Works	323,370	0	870,000
LOCIP	$323,370	$0	$970,000
Transfer Station Fund			
Public Works	$529,928	$584,255	$600,585
Transfer Out	100,888	109,350	121,275
Transfer Station Fund	$630,816	$693,605	$721,860
Subtotal Special Revenue Funds	$13,865,459	$12,546,365	$14,217,621
Capital Projects			
General Government	$922,108	$15,000	$210,000
Public Safety	4,708,934	572,000	1,400,000
Public Works	13,296,361	5,800,000	4,730,000
Health and Social Services	(28,754)	0	0
Education	1,483,401	192,765	5,890,735
Libraries	0	0	0
Parks and Recreation	3,500,685	200,000	3,000,000
Subtotal Capital Projects	$23,882,735	$6,779,765	$15,230,735
TOTAL	$234,204,438	$211,161,945	$223,857,541

CITY OF BRISTOL, CONNECTICUT
OPERATING BUDGET FUNDING
FISCAL YEAR 2019



The City of Bristol has various revenue sources, each representing a different percentage of total revenues as depicted in the above chart. The total anticipated resources for Fiscal Year 2019 is $223,857,541. The City's major revenue source is property taxes at 64.50% of the budget followed by Intergovernmental revenues (State and Federal) at 23.02%. The following pages describe the various revenue sources and an overview of how revenue sources are estimated and developed.

Revenue Summary and Analysis

A significant part to preparing the City's budget is to make a reasonable estimate of revenues based on the adopted expenditures beginning July 1st, the start of the fiscal year.

Preliminary estimates are developed in January and further refined as additional information becomes known, either from the State budget or updated trend information on other operating revenues. The City adopted the 2019 budget on May 21, 2018 finalizing appropriations and estimated revenues effective July 1, 2018.

As a matter of prudent financial policy the City is conservative with its revenue estimates, especially with large revenue sources such as taxes and grants (Intergovernmental Revenues).

Budgetary Summaries - (continued)

Tax collection rates are comparatively high and stable. Economic activity in the city has been relatively steady following current economic times. This activity contributes to other revenue sources such as building permits and real estate conveyance fees. Actual collections for these two fees was on the decline several years ago, primarily due to a slow-down in the housing market, locally and nationwide. Currently, however the City is experiencing a slight increase in these revenues which may be the result of a better economic climate and declining unemployment rates. Another revenue the City has seen trending increases is in Investment Income. Interest rates have been slowly on the rise and the City has been realigning an increase in this revenue sources.

The City budgets for approximately 17 operating grants. The adopted General Fund State Grant total for FY2019 is $44,247,235 which represents a $2.8 million decrease over the previous year. There are a couple of factors for this decrease. The adopted 2018 General Fund budget included estimates based on legislation in effect at the time of the budget adoption. There were primarily two grants the City had anticipated, the Motor Vehicle grant and the Sales Tax revenue sharing grant, that totaled $2.94 million. The final approved State budget, which occurred in the late fall of 2017, did not fund these grants. The Motor Vehicle grant, which was supposed to make up for the anticipated revenue loss with the 32 mill cap on motor vehicle, was not applicable to the City as the adopted State budget increased the cap to 45 mills. Both of these grants were not funded for 2018-2019.

The City has the following revenue sources, which are typical for Connecticut municipalities.

- Taxes and Assessments
- Interest & Liens on Delinquent Taxes
- Licenses, Permits & Fees
- Intergovernmental
- Charges for Services
- Investment Earnings
- Sale of Property and Equipment
- Miscellaneous
- Operating Transfers In
- Loans & Sale of Bonds
- Fund Balances

Taxes

Fund: General

Property taxation is by far the largest source of local government revenue. Taxes may be levied (based on assessment) against real estate, personal property and motor vehicles. Other taxes levied and collected are interest and penalties.

It is estimated that the General Fund will yield $144,386,745 in taxes and assessments for fiscal year 2018-2019, an increase of $5,128,815 over the prior year tax levies. The increase in tax collections is due to a $6.6 million increase in the net grand list.

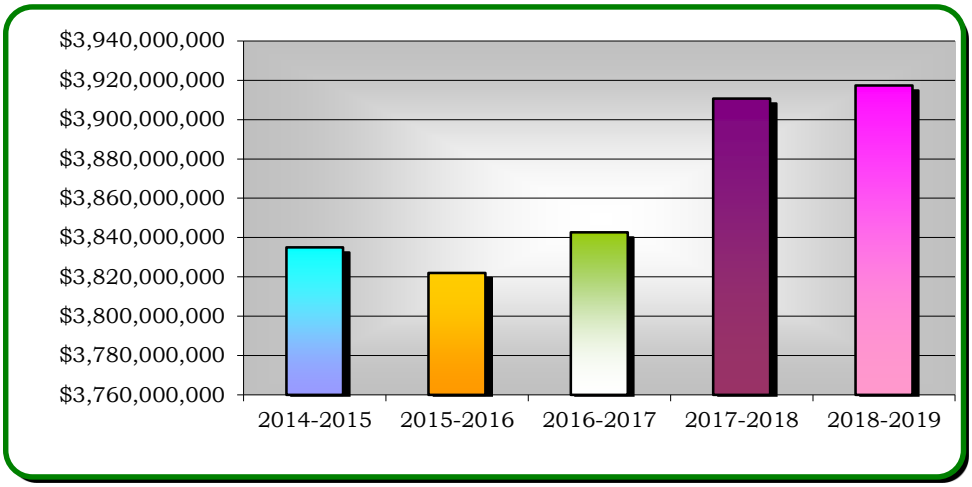
Budgetary Summaries - (continued)

The total of all taxable property minus exemptions is commonly known as the "net grand list". Any growth in the net grand list helps to offset any growth in budgeted expenditures, since the mill rate (tax rate) is computed on the basis of the total valuation of all taxable property within the boundaries of the City.

The following chart presents the annual net grand list growth for a five-year period.

CITY OF BRISTOL
NET GRAND LISTS
LAST 5 BUDGET YEARS

Grand List Year	2013	2014	2015	2016	2017
Budget Year	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Net Grand List	$3,835,068,122	$3,821,929,916	$3,842,668,911	$3,910,692,532	$3,917,268,810



The estimated 2017 Net Grand List (used for the 2018-2019 budget) increased to $3,917,268,810. This represents an increase of $6.6 million over the 2016 grand list, primarily due to increases in residential real estate valuation. In addition, the City implemented Revaluation for the October 1, 2017 Grand List.

In past years there were many mortgage refinancing opportunities due to lower interest rates. Banks now require more tax escrow during the refinancing process, which guarantees tax payments to municipalities. The refinancing process also increases the payment of delinquent taxes because all delinquent taxes must be paid at the time of refinancing, thus reducing the City's outstanding tax collectibles.

Several statistical tables are available behind the appendix tab of this document, which review the history of tax levies and collections, as well as comparative assessed valuation of taxable property. These charts can be found on pages 372-373 and 376.

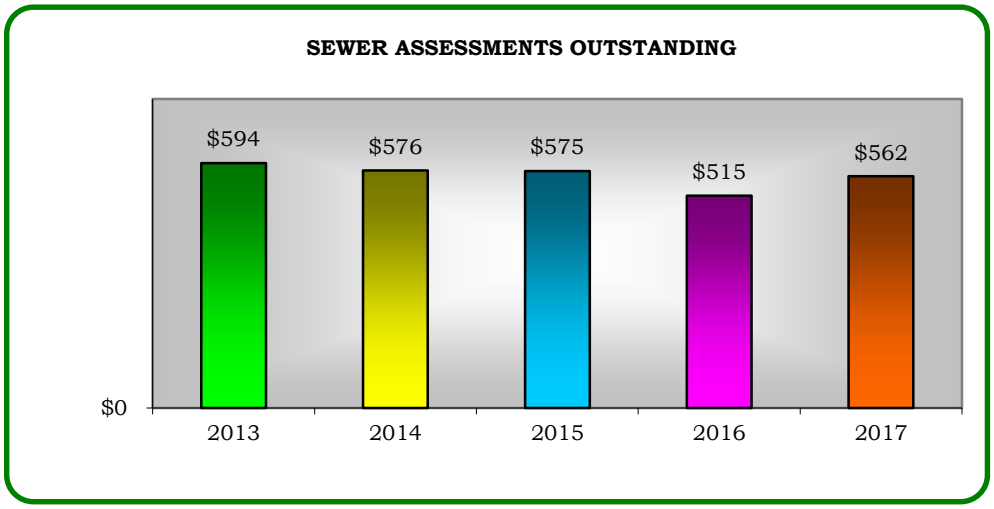
Budgetary Summaries - (continued)

Assessments

Fund: Sewer Operating
The Water Pollution Control Division of the Public Works Department is accounted for in the Sewer Operating and Assessment Fund. Sanitary sewer collection and treatment services are provided to approximately 92% of the City's populated area. Related user fee revenue for fiscal year 2017 was approximately $6,878,000. The cost to hook-up to the system is recorded as assessments receivable and deferred revenue. Assessment payments are recorded as revenue in the year received and deferred revenue is reduced. Deferred assessment revenue at June 30, 2017 was approximately $562,000.

CITY OF BRISTOL
Sewer Assessment Revenues
LAST 5 YEARS (In Thousands)

Fiscal Year Ended June 30	2013	2014	2015	2016	2017
User Fees	$5,419	$5,719	$6,111	$6,292	$6,878
Deferred Revenue	$594	$576	$575	$515	$562



Shown in the chart and graph above are the sewer assessments outstanding by fiscal year. Additional information regarding sewer assessment collections can be found in the appendix section.

Licenses, Permits and Fees

Funds: General, Sewer Operating, Solid Waste, Pine Lake Challenge Course, Transfer Station

Total Licenses, Permits and Fees are anticipated to increase by $91,000 from the 2018 budget.

Budgetary Summaries - (continued)

The General Fund increased by $58,750 due to an anticipated increase in the issuance of certain permits. Building permit fees are the largest source of revenue in this category and were increased by $50,000.

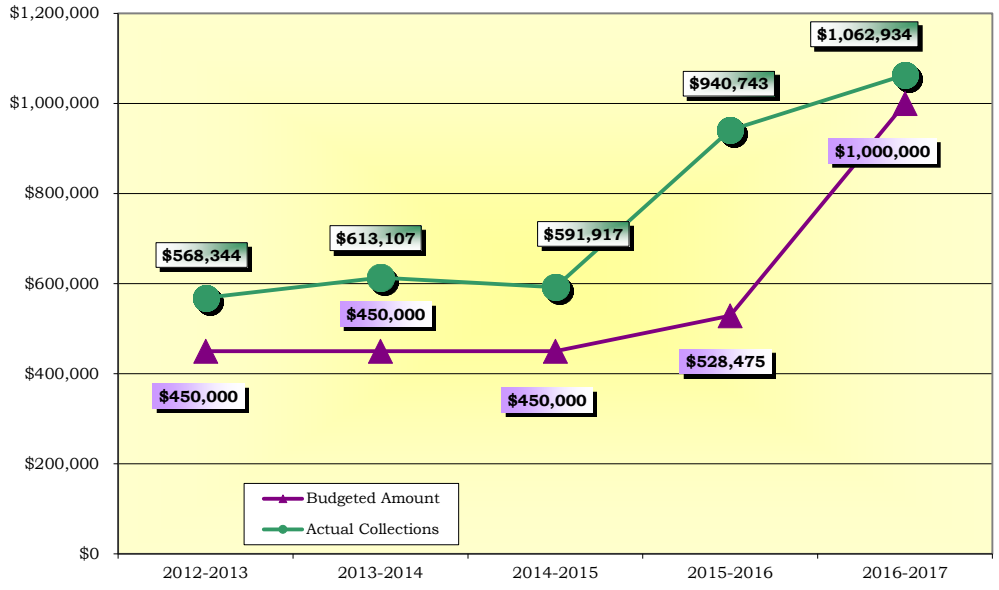
Water Pollution Control increased its fees effective July 1, 2018. The Pine Lake Challenge Course fees are based upon usage and past collections. The Transfer Station charges various fees for residential and commercial permits and disposal fees for items such as clothing, aluminum, batteries and compost. Residential permits are renewed every five years and 2017 was a renewal year for permits.

As discussed above, the following chart is a comparison of the revenue collected vs. budgeted amounts for building permits during the last six budget years.

City of Bristol Revenue Trends
Building Permits

Fiscal Year	Budgeted Amount	Increase (Decrease) Over Base 2012-2013	Increase (Decrease) Over Previous Year	Actual Collections	Increase (Decrease) Over Base 2012-2013	Increase (Decrease) Over Previous Year
2012-2013	$450,000	0.00%	0.00%	$568,344	0.00%	(54.15%)
2013-2014	$450,000	0.00%	0.00%	$613,107	7.88%	7.88%
2014-2015	$450,000	0.00%	0.00%	$591,917	4.15%	(3.46%)
2015-2016	$528,475	17.44%	17.44%	$940,743	65.52%	58.93%
2016-2017	$1,000,000	104.78%	89.22%	$1,062,934	87.02%	12.99%
2017-2018	$900,000	(22.22%)	(10.00%)	$1,405,964	147.38%	32.27%
AVERAGE:	***$629,745.83***		***16.11%***	***$863,834.83***		***9.08%***

BUDGET VS. ACTUAL COLLECTIONS



Budgetary Summaries - (continued)

Federal and State Grants

Funds: General, Community Development Act, School Lunch Program, LoCIP, Capital Projects

Local governments depend on state and federal grants to supplement their property tax and other revenue sources.

The City estimates State grants based on the Governor's proposed budget in February and then revises the estimates as more information on the State budget becomes available and hopefully is finalized by the time the Board of Finance and City Council adopt the budget in May.

The General Fund receives the largest share of state and federal aid. This year the fund is expected to receive $44,247,235 in grants. The ECS grant is the largest in this category with $42,068,145 budgeted. Overall State grants decreased by $2,842,375.

The **Community Development Act** (Bristol Development Authority - BDA) receives a federal grant called the Community Development Block Grant (CDBG). This year's CDBG allocation is expected to be $546,586, in addition to $15,000 for program income.

The **Water Pollution Control Fund** has received low interest loans and grants from the State of Connecticut to upgrade the treatment system under the Clean Water Act to reduce nitrogen discharge. These grants were received in prior budget years and the loans are recorded within Water Pollution Control's Capital and Non-Recurring Fund. The Water Pollution Control's budget totals $7,249,500.

The **School Lunch Program** has a total budget of $2,922,672. This program will receive $2,100,172 in federal grants and $123,000 in state grants in 2019. These grants assist with the operations of Bristol school cafeterias.

The **LoCIP Fund** (Local Capital Improvement Program) receives a grant from the State of Connecticut Office of Policy and Management. Generally, these grant receipts are relatively stable each fiscal year. This grant is reimbursed on an expenditure basis. The City expects to receive an allocation from the State in the amount of $970,000 for 2019.

Budgetary Summaries - (continued)

Charges for Services

Funds: General, Sewer Operating, School Lunch Program, Solid Waste Disposal

The two General Fund sources within this category that comprise the majority of revenues are: City Clerk Recording Fees and Real Estate Transfer (conveyance) Taxes.

Both fee collections have a certain correlation with Building Permits. These revenue sources have experienced declining levels of activity over the past few years, due to decreased development and housing starts within the City regionally and nationwide.

Currently there is an aggressive commercial economic development program underway. The City's largest employer, ESPN, Inc., embarked on a multi-year $500 million dollar expansion project several years ago that will enhance its local workforce.

The City recognizes that the increased revenues it received will not continue once ESPN's projects are completed. Therefore, revenues are budgeted at moderately increasing levels through the use of trend analysis and account evaluations.

The **Special Revenue Funds** account for most of their revenue through charges for services. For instance, the Sewer Operating and Assessment Fund charges system users quarterly. The 2018-2019 budget reflects a rate increase of 6%. Sewer user fees were increased in the 2017-2018 as well by 6%. The decision whether to increase the fees is periodically examined, and a conscious decision is made by the Board of Public Works, acting as the Sewer Authority. The last increase was examined thoroughly by Water Pollution Control and the Comptroller's Office and increased due to future debt service payments for the Clean-Water Loans from the State of Connecticut as well as large bonded sewer projects. Additionally, the Sewer Operating and Assessment fund has been continuously improving its infrastructure and upgrading its projects. The excess funds that have been accumulated over the years pay for these projects. These projects can be found in the Capital Budget Summary section of this document. In addition, the School Lunch Program charges students and staff for school lunches and the Solid Waste Disposal Fund charges private haulers a fee for the trash they bring to the disposal site. The Pine Lake Challenge Course charges users of that facility to participate in programs.

In 2003-2004, the State of Connecticut Legislature increased the fee that municipalities may charge for real estate transfers. The fees known as the "Conveyance Tax" was allowed to increase from $.11 to $.25 per $1,000 of property sold. It also allowed 18 "target investment communities" including the City of Bristol, to double the fee as of July 1, 2003 to $.50 per $1,000. The City Council acting as the policy making board for the City decided not to implement the additional fee at that time. However, in March 2004, the City Council revisited the "conveyance tax" matter and approved an increase of the fee to $.50 per $1,000 effective April 1, 2004.

As part of the 2011-2013 biennial budget approval by the State of Connecticut in June 2011, the conveyance tax was made permanent.

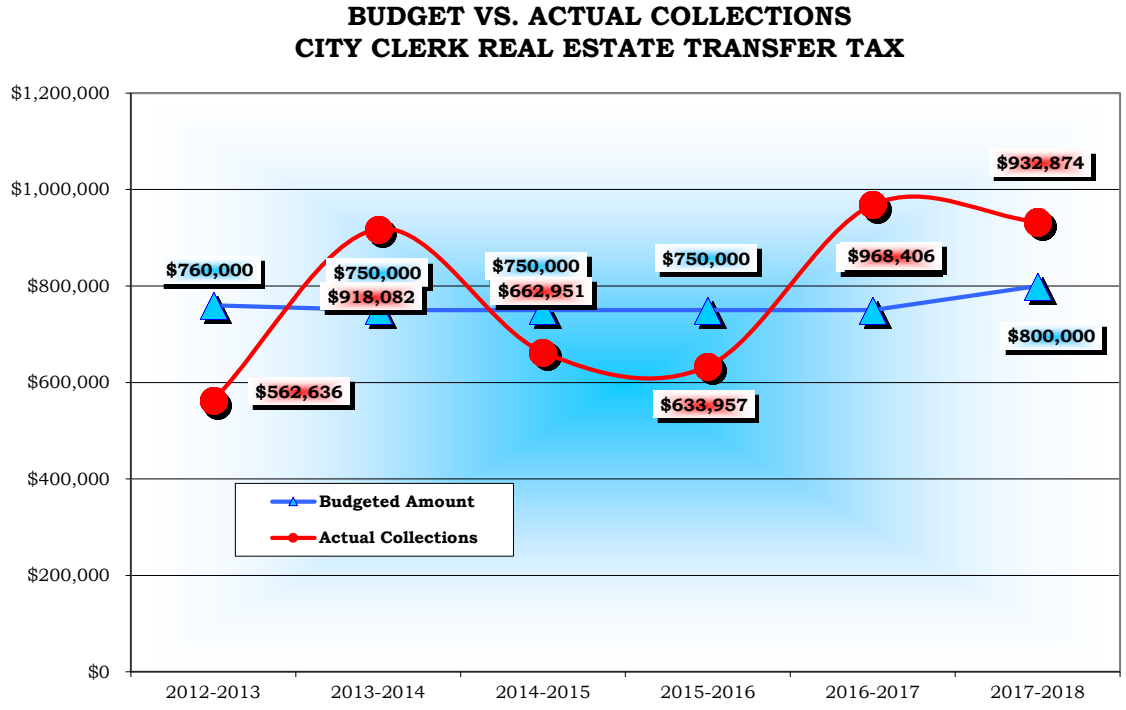
Due to the economic uncertainties at the state and federal levels concerning refinancing and mortgages, the City is closely monitoring its revenue and may adjust revenue forecasts for 2018-2019 and beyond as needed.

Budgetary Summaries - (continued)

Shown below are a revenue trend chart and a graph representing six years of budgets and collections for the real estate transfer (conveyance) tax:

City of Bristol Revenue Trends
City Clerk Real Estate (Conveyance) Transfer Tax

Fiscal Year	Budgeted Amount	Increase (Decrease) Over Base 2012-2013	Increase (Decrease) Over Previous Year	Actual Collections	Increase (Decrease) Over Base 2012-2013	Increase (Decrease) Over Previous Year
2012-2013	$760,000	(5.00%)	(5.00%)	$562,636	(11.51%)	(10.32%)
2013-2014	$750,000	(1.32%)	(1.32%)	$918,082	63.18%	63.18%
2014-2015	$750,000	0.00%	0.00%	$662,951	(45.35%)	(27.79%)
2015-2016	$750,000	0.00%	0.00%	$633,957	(5.15%)	(4.37%)
2016-2017	$750,000	0.00%	0.00%	$968,406	59.44%	52.76%
2017-2018	$800,000	6.58%	6.67%	$932,874	165.80%	
AVERAGE:	***$760,000***		***(1.05%)***	***$728,906***		***14.70%***



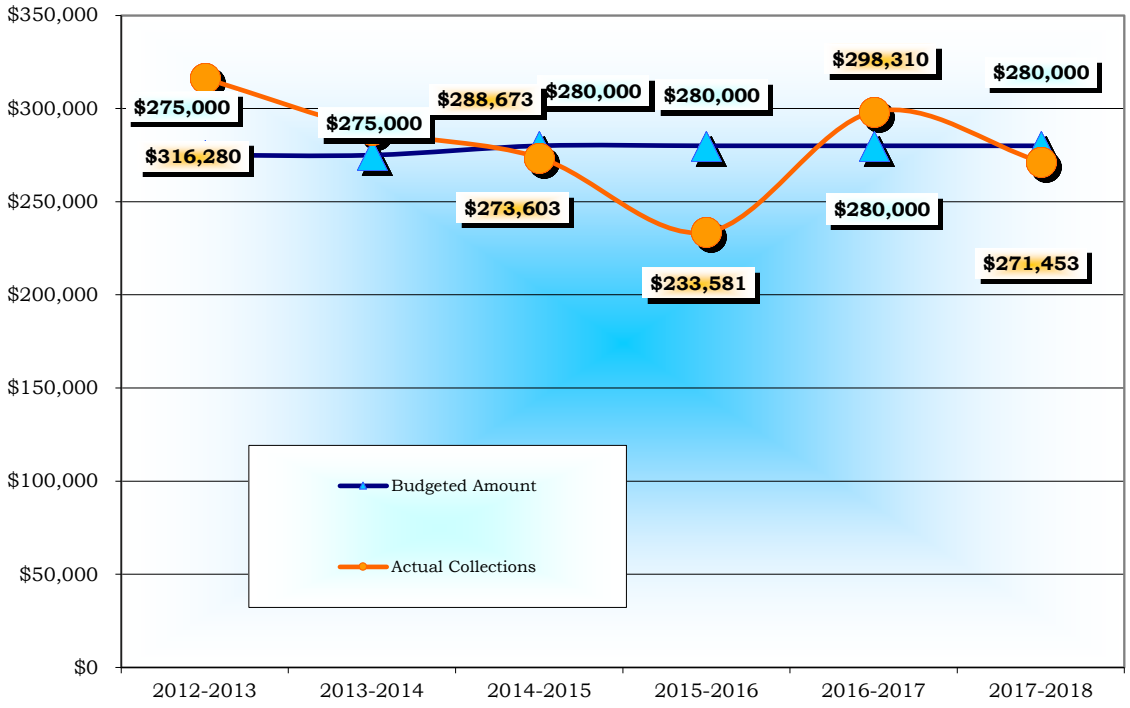
Budgetary Summaries - (continued)

The City Clerk's Office collects fees for the recording of documents. The fees charged are set by the State of Connecticut and the revenue offsets expenditures within the City Clerk's office, as well as assisting other programs within the City of Bristol. Shown below is a six-year revenue trend for the Recording Fees revenue account within the City Clerk's Office, as well as a graphic representation of budget to actual collections.

City of Bristol Revenue Trends
City Clerk Recording Fees

Fiscal Year	Budgeted Amount	Increase (Decrease) Over Base 2012-2013	Increase (Decrease) Over Previous Year	Actual Collections	Increase (Decrease) Over Base 2012-2013	Increase (Decrease) Over Previous Year
2012-2013	$275,000	0.00%	1.85%	$316,280	17.18%	20.75%
2013-2014	$275,000	0.00%	0.00%	$288,673	(8.73%)	(8.73%)
2014-2015	$280,000	1.82%	1.82%	$273,603	(4.76%)	(5.22%)
2015-2016	$280,000	0.00%	0.00%	$233,581	(12.65%)	(14.63%)
2016-2017	$280,000	0.00%	0.00%	$298,310	20.47%	27.71%
2017-2018	$280,000	0.00%	0.00%	$271,453	(8.49%)	(9.00%)
AVERAGE:	***$278,333***		***0.61%***	***$280,317***		***1.81%***

BUDGET VS. ACTUAL COLLECTIONS
CITY CLERK RECORDING FEES



Budgetary Summaries - (continued)

Investment Earnings

Funds: General, Sewer Operating, Solid Waste Disposal

The investment earnings revenue source accounts for interest income on City investments. Revenue is generated through the Treasurer's office and is allocated monthly to each fund. The allocation is determined by the funds cash balance at month-end.

Investment earnings have been limited over the past several years due to nation-wide economic factors and this trend is expected to continue. Although the City's General Fund budget for interest income was increased to $508,000 for the 2019 budget, the amount continues to be conservative.

The Sewer Operating Fund revenue estimate for interest earnings remains at $10,000 for the 2018-2019 fiscal year. This is also due to the overall economy and lower interest rates and the reduction of cash flow due to on-going WPC Capital Projects.

Sale of Property & Equipment/ Miscellaneous

Funds: General, Sewer Operating, and School Lunch Program

The Sale of Property & Equipment is based on the disposal of phased-out, old or ineffective City property such as vehicles, equipment, and furnishings. The revenue generated usually offsets the cost of replacement items for the departments affected by the loss of this property.

The Miscellaneous source is a catch-all classification with the exception of income generated from Park and Library Trust Funds. Trust fund interest, and in some cases, principal, are used to offset or add to Park and Library Appropriations. For example, the Park Bequest and Library Bequest are appropriated and can be found behind the “Library” and “Parks and Recreation” tabs.

Operating Transfers-In

Funds: General, Sewer Operating and Assessment, Community Development Act, and Solid Waste Disposal

The line item Operating Transfers-In accounts are for revenue received from other sources within a government.

The Sewer Operating and Assessment Fund is estimating a transfer of $3,000 to the General Fund in 2018-2019. This offsets old debt service for Capital Projects for the sewer system paid by the City. The transfer is for prior assessments and interest collected by the Water Pollution Control Division.

The Community Development Act receives a transfer-in from the General Fund for the cost of the City-share portion of its operations. This cost is estimated at $477,635 for 2018-2019. Additionally, the Solid Waste Disposal Fund also receives monies from the General Fund to support the operations of City residents’ trash disposal in the amount of $802,600 for 2018-2019. The expenditure amounts can be found in the Miscellaneous section and the revenue amounts can be found in the Special Revenue section of this budget document.

Budgetary Summaries - (continued)

Loans & Sale of Bonds

Funds: Capital Projects

In order to finance large road improvement projects and building enhancements, it is sometimes necessary to borrow funds in order to complete the project in a timely and efficient manner. In doing so, the City makes adjustments to its debt service schedule and budgets accordingly for principal and interest repayments on this debt. The debt is repaid with General Fund monies, however, the expenditures and revenue proceeds for the various projects are recorded within the Capital Projects funds.

The 2018-2019 budget reflects principal and interest payments associated with the City's outstanding long term bond issues. The City debt service contribution is $8,900,000 with $137,730 coming from Water Pollution Control for the total 2018 budgeted debt service of $9,037,730. The City will also pay interest on a short term taxable note for the mall property purchased years ago. The Sewer Operating Fund has completed several infiltration and inflow studies to rehabilitate its operations, for which the State of Connecticut approved several loans to make this possible. The loan repayments are recorded within the Sewer Operating Capital and Non-Recurring Fund and repaid monthly with interest. Additionally, the WPC repays 50% of the 2011 bond for the Broad Street project and reimburses the debt service fund (the $137,730 above) and offsets the cost to taxpayers in the General Fund. The full details of these loan repayments can be found in the Debt Management Section of this document.

Information regarding the City's outstanding debt can be found behind the "Debt Management" tab and the debt service policy that was adopted several years ago can be found behind the "Policy Initiatives" tab.

Fund Balances

Funds: General, Sewer Operating, Capital Projects, Pine Lake Challenge Course

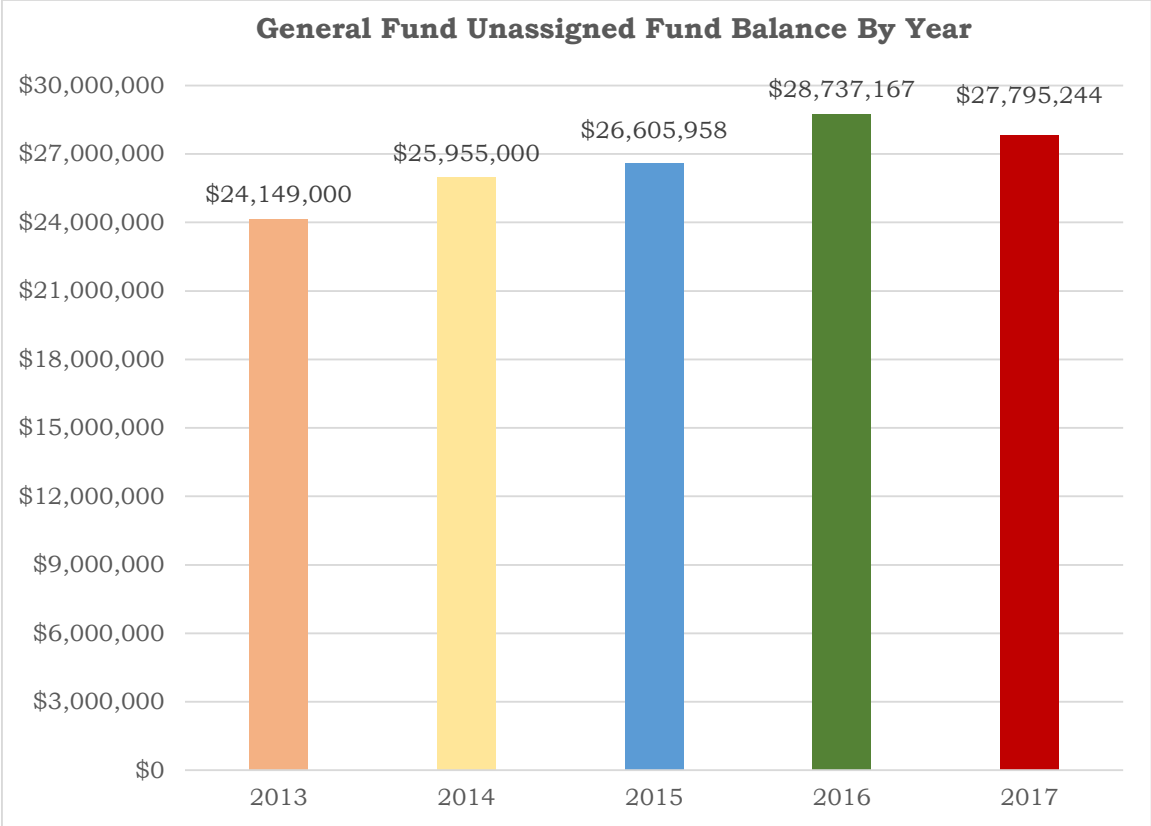
Fund balances in the General Fund are occasionally used to balance the budgeted revenues with the budgeted expenditures when there are not enough estimated revenues to balance the budget.

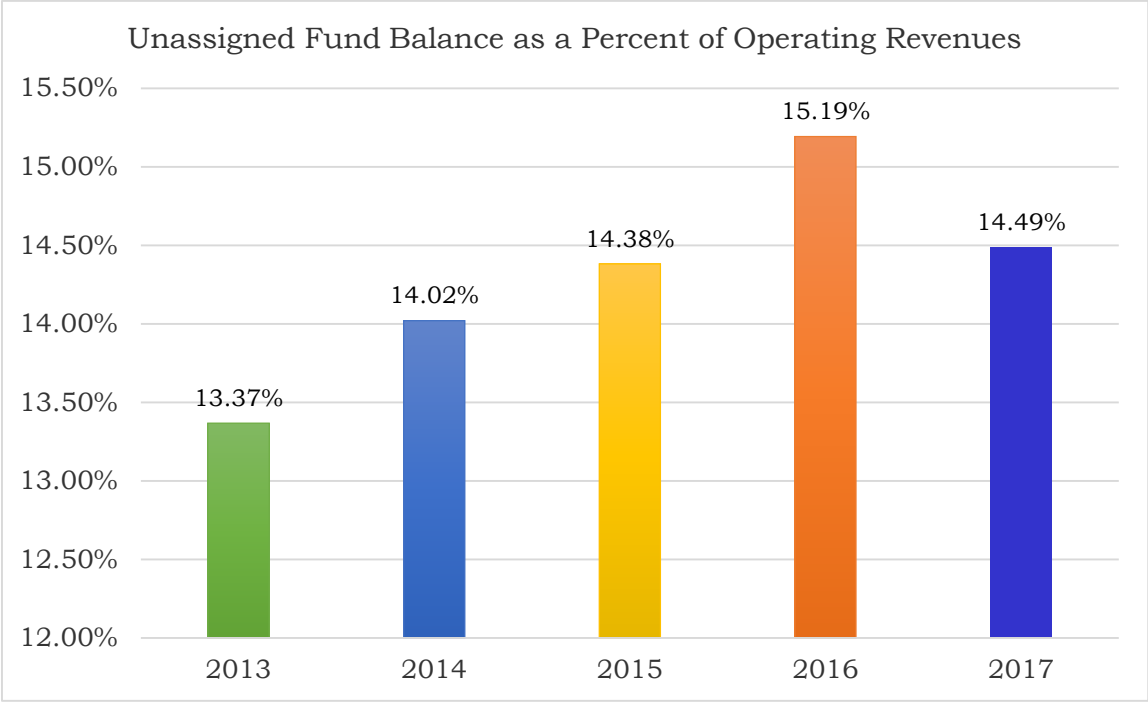
A policy was established several years ago to reduce the reliance on General Fund fund balance to balance the operating needs of the City. As a result, a plan was established to lower the use of the General Fund's fund balance yearly until it reached $0. The 2016-2017 budget obtained that goal, using $0 of fund balance. The 2018-2019 budget requires no use of General Fund fund balance.

At June 30, 2017, the City of Bristol's General Fund had the following fund balance designations and fund balance:

Fund Balance	
Nonspendable	
Committed	$3,093,837
Assigned	$7,884,336
Unassigned	$27,795,244
Total Fund Balance:	$38,773.,417

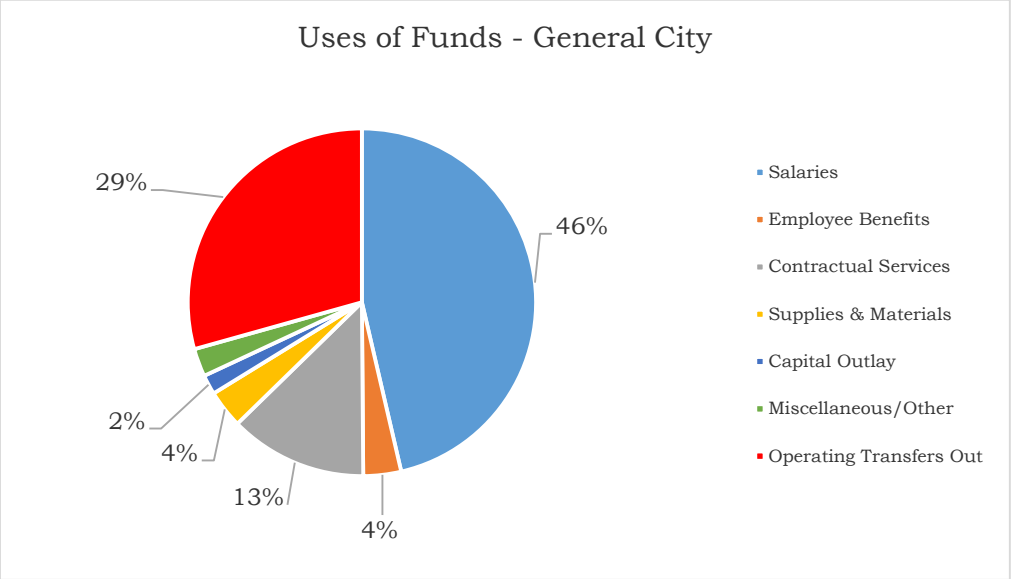
Budgetary Summaries - (continued)





Budgetary Summaries - (continued)

General Fund Appropriated Uses of Funds				
Uses:	**2017 Actual**	**2018 Original Budget**	**2018 Revised Budget**	**2019 Joint Board Approved**
General City:				
Salaries	$35,930,409	$36,910,030	$38,013,932	$38,485,855
Employee Benefits	2,885,863	4,352,260	3,452,260	2,911,320
Contractual Services	15,711,714	11,069,570	19,866,076	10,630,610
Supplies & Materials	2,902,458	2,909,015	3,079,735	2,929,735
Capital Outlay	1,017,355	1,286,225	1,528,945	1,517,220
Miscellaneous/Other	1,406,849	2,214,215	2,098,883	2,164,805
Operating Transfers Out	42,382,284	22,732,845	37,168,717	24,358,445
Board of Education:				
General Control	2,407,197	2,600,633	2,598,183	2,594,559
Instruction	45,815,426	46,825,082	47,131,316	48,282,310
Transportration	3,914,319	4,006,020	4,010,356	4,329,101
Operation of Plant	6,463,069	6,540,526	6,540,526	6,816,209
Maintenance of Plant	2,261,285	2,381,475	2,381,475	2,536,790
Benefits & Fixed	16,813,159	18,246,562	17,866,944	16,810,544
Athletics & Student	1,910,420	1,987,147	1,987,627	2,026,045
Capital & Technology	1,817,426	2,208,542	2,203,942	2,202,611
Special Education	24,623,187	24,750,668	24,826,286	29,806,266
Tuition	827,972	815,000	815,000	818,000
Anticipated Revenue		0	0	(4,811,240)
Totals	**$209,090,392**	**$191,835,815**	**$215,570,203**	**$194,409,185**



A graph illustrating the Board of Education's Uses of Funds can be found on page 261.

Budgetary Summaries - (continued)

Expenditure Summary and Analysis

Salaries and Benefits

The total number of employees in the budget is 1,486.5. This includes both General City employees and Board of Education employees and represents a total increase of one full-time position over last year. The Board of Education increased its 2019 headcount by one. All other departments remained relatively flat for 2019.

Three Special Revenue Funds (Sewer Operating & Assessment, Transfer Station Fund and Community Development Act (BDA) account for a total of 37.5 positions. The Enterprise Fund (Bristol Water Department) has a total of 37 full-time employees.

Before any new position is added, requests must be made by the department (excluding education) and justified to and approved by the Salary Committee of the City Council, prior to Board of Finance inclusion in the budget.

Most line items within the Salaries Object were held at the same levels as the 2017-2018 budget, except where union contractual agreements or proper justification indicated otherwise. Funding was budgeted within the City's contractual obligation account for anticipated labor agreement settlements, new positions, or additional costs for contracts under negotiation. A total of $530,000 has been budgeted in 2018-2019

The Local #233 (Clerical), #1338 (Public Works & Outside Workers) and Supervisors BPSA contract negotiations are in progress. The Police Union and Fire Union contract are settled.

A detailed analysis of personnel expenditures, including wages, salaries and benefits, was presented on page 108. A listing of authorized positions can be found in the Readers Guide on pages 30-31. Additionally, a listing of all positions can be found in the appendix section on pages 384-389.

Health Benefits had a net increase of $288,200 on the City side of the budget to pay for City employee insurance costs. Complete health benefits information can be found behind the Internal Service tab on pages 337-340.

The City is self-insured for Workers' Compensation. A fund was established in 2003-2004 which is closely monitored by the Insurance Committee of the Board of Finance. The fund called "New Workers' Compensation Fund" can be found in the Internal Service section of this document on page 340.

Contractual Service & Supplies and Materials

Under the Contractual Services object, most professional fees and services and repairs and maintenance items were held to the current levels or received minimal increased funding levels. Yearly allowances and clothing allowance amounts are contractual in nature and increases were tied to respective bargaining contracts. The remaining line items, such as telephone, postage, travel reimbursement, printing and binding, and advertising had larger increases on a percentage basis to reflect current economic circumstances. For instance, the travel reimbursement rates were not raised for many years. It was agreed the rates now change based on the IRS reimbursement rates.

Budgetary Summaries - (continued)

Heating and motor fuels comprise the largest line items in the supplies and maintenance objects and are based on prevailing economic circumstances. Due to market fluctuations, it was anticipated that there would be a slight increase in costs for motor and heating fuels.

Capital Outlay

Capital expenditures include items that normally last more than one year and cost more than $1,000. The need for capital items may be a function of the number of personnel in a department. For example, police cruisers or capital purchases may be a function of service levels.

Capital items generally include personal property such as vehicles, maintenance equipment, computers, office furniture, real property such as replacements or enhancements to City buildings and facilities.

The key elements in reviewing capital requests by departments are: need, priority and available resources. Yearly, the City evaluates each request and determines an appropriate amount to budget for capital outlay items. The Public Works Department and Fire Department have created and maintain a vehicle inventory and replacement schedule reviewed annually by the Comptroller's Office and Board of Finance for periodic large one-time purchases of fire engines and large construction vehicles.

Sinking Fund

Funding for the Sinking Fund is provided by periodic transfers-out from the General Fund to that fund at fiscal yearend.

Debt Management

Debt may be incurred to provide money to pay for the construction or purchase of fixed assets. This can be accounted for in the Uses section entitled "Construction"

This object (Debt Management) is used to appropriate funding to provide repayment of principal and interest on all debt when due. The amounts appropriated in Debt Management, are then transferred out to the Miscellaneous object "Operating Transfers Out", except for the principal and interest on any lease/purchases.

A more complete discussion of the City's debt management may be found after the "Debt Management" tab. The debt policy can be found in its entirety behind the "Policy Initiatives" tab.

Miscellaneous/Other & Contingency

Miscellaneous object groups are comprised of all expenditures not included in all other budget groups. Most of the miscellaneous objects appear behind the "Miscellaneous" tab. These expenditures encompass employee benefits, insurance costs, transfers to other funds and all other expenditures. The account heading entitled "City Buildings" was created several years ago on the advice of the Board of Public Works to better account for the maintenance and upkeep of City owned properties that do not directly affect the public works department. An amount of $250,000 is budgeted for the 2018-2019 budget. A listing of projects to be completed in 2019 is shown on page 299 behind the "Miscellaneous" tab of this document.

Budgetary Summaries - (continued)

Other Post Employment Benefits was created for the City of Bristol's compliance with GASB Statement 45. Further discussion on this topic can be found in the "Policy Initiatives" tab on page 61.

Behind the "Board of Education" tab, miscellaneous accounts include fringe benefits, other educational costs, private school transportation, and program and instructional improvements. These expenditures are fixed costs that are determined during the budgetary process and are not part of the regular Board of Education budget.

The significant areas classified as All Other, include the Contingency Account and Economic Development Account. It had been the practice of the City to set aside funds to be available for emergency appropriations during the year as a way of stabilizing funds without the use of Unreserved Fund Balance. The Economic Development Account was set up several years ago to aid businesses to relocate or expand in Bristol to increase the City's tax base and to create employment opportunities. The amount is annually transferred to Community Development Act Fund (BDA) and the balance is rolled over from one fiscal year to the next. No funding was approved for the 2018-2019 budget as there is a significant available balance in the Economic Development Reserve account to handle any funding requests for the upcoming year.

General Fund Revenue

ORGCODE	OBJECT	REVENUE SOURCE	2017 ACTUAL REVENUE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 REVENUE REQUEST	2019 JOINT BOARD
SOURCE		***TAXES AND PRIOR LEVIES***					
0011016	401000	CURRENT PROPERTY TAXES	$138,578,897	$137,957,930	$137,957,930	$147,974,960	$141,986,745
0011016	401001	PRIOR LEVIES	1,820,164	1,300,000	1,300,000	1,200,000	1,300,000
0011016	401002	60 DAY:GAAP	(110,503)	0	0	0	0
0011016	401005	MV SUPPLEMENT	0	0	0	1,100,000	1,100,000
TOTAL		**TAXES AND PRIOR LEVIES**	**$140,288,558**	**$139,257,930**	**$139,257,930**	**$150,274,960**	**$144,386,745**
SOURCE		***INTEREST & LIEN FEES ON DELINQUENT TAXES***					
0011016	410000	INTEREST & LIEN FEES	$1,138,474	$775,000	$775,000	$700,000	$775,000
TOTAL		**INTEREST & LIEN FEES ON DELINQUENT TAXES**	**$1,138,474**	**$775,000**	**$775,000**	**$700,000**	**$775,000**
SOURCE		***LICENSES, PERMITS & FEES***					
0011014	422003	ASSESSOR LATE FILING FEE	$1,685	$1,500	$1,500	$2,550	$2,550
0011016	442441	DELINQUENT FEES	2,488	2,000	2,000	1,000	1,000
0011018	421000	CIRCUIT COURT FINES	7,393	2,000	2,000	2,000	4,000
0011023	422020	DOG PENALTY	538	800	800	800	800
0011023	441001	MERCHANDISING LICENSES	4,310	2,500	2,500	2,500	2,500
0011023	441002	DOG LICENSES	7,108	8,000	8,000	8,000	8,000
0011023	441005	MARRIAGE LICENSES	2,480	2,500	2,500	2,500	2,500
0011023	442001	CLERK FEES	13,323	10,000	10,000	11,000	11,000
0011023	442002	LIQUOR	160	150	150	150	150
0011023	442003	NOTARY SER	2,230	2,000	2,000	2,000	2,000
0011023	442004	NOTARY APP	1,730	1,500	1,500	1,500	1,500
0011023	442005	BURIAL PERMITS	2,604	2,400	2,400	2,400	2,400
0011023	442007	TRADE NAME	655	600	600	600	600
0011023	442011	VITALS	136,766	118,000	118,000	118,000	118,000
0012110	421002	PARKING VIOLATIONS	58,080	48,000	48,000	48,000	48,000
0012110	421005	ALARM FINES	11,610	17,000	17,000	17,000	17,000
0012110	441000	POLICE REPORT FEES	14,935	12,000	12,000	12,000	12,000
0012615	422015	ZONING VIOLATIONS	0	1,500	1,500	1,500	1,500
0012615	422031	DROP FEE	2,550	2,400	2,400	2,400	2,400
0012615	442006	BUILDING PERMITS	1,062,934	850,000	850,000	850,000	900,000
0013010	442008	PUBLIC WORKS EXCAVATION PERMITS	8,150	11,800	11,800	12,500	12,500
0013012	422011	SURCHARGE	68	0	0	0	0
0013012	442009	LAND USE FEES & PERMITS	21,657	13,000	13,000	15,000	18,000
0016010	421001	LIBRARY FINES	16,259	17,000	17,000	17,000	17,000
TOTAL		**LICENSES, PERMITS & FEES**	**$1,379,713**	**$1,126,650**	**$1,126,650**	**$1,130,400**	**$1,185,400**
SOURCE		***CHARGES FOR SERVICES***					
0011014	450102	COPIER CHARGES	$1,504	$2,000	$2,000	$1,500	$1,500
0011016	450104	TAX COLLECTOR COPIER	598	250	250	250	250
0011018	450201	WATER DEPT. REIMBURSEMENT	11,420	1,250	1,250	1,250	1,250
0011018	450205	FORECLOSURE COSTS	27,743	10,000	10,000	10,000	10,000
0011018	450310	COURT RENTAL	146,777	146,000	146,000	100,000	100,000
0011018	450320	RENTAL OF 51 HIGH STREET	15,460	15,205	15,205	15,770	15,770
0011018	450321	OTHER RENTALS	4,563	500	500	500	500
0011018	450400	MISCELLANEOUS CHARGES	2,961	8,000	8,000	4,000	4,000
0011023	422000	RECORDING FEES	298,310	280,000	280,000	280,000	280,000
0011023	450102	COPIER CHARGES	48,863	46,000	46,000	46,000	46,000
0011023	450115	REAL ESTATE TRANSFER TAX	968,407	800,000	800,000	825,000	825,000
0011027	450004	SENIOR CITIZEN NON-RESIDENT FEE	3,738	3,000	3,000	3,000	3,000
0011027	450315	SENIOR CENTER RENTALS	62,641	61,000	61,000	66,300	66,300
0012110	450101	POLICE ID CHARGES	$31,452	$20,000	$20,000	$25,000	$25,000
0012114	450000	POLICE SPECIAL SERVICES	1,546,004	600,000	600,000	600,000	600,000
0012211	450001	FIRE ADMIN	2,000	0	0	0	0
0012211	450200	FIRE SERVICES	1,548	450	450	450	450
0012312	450116	DOG WARDEN FEES	2,825	3,000	3,000	3,000	3,000
0012615	450102	COPIER CHARGES	11	200	200	200	200
0013010	450003	PUBLIC WORKS FEES	335,912	322,415	322,415	355,535	355,535
0013010	450208	OTHER RECYCLING	9,018	3,300	3,300	9,000	9,000
0013010	450300	ENGINEERING MAPS	948	900	900	650	650
0013010	450303	RECYCLING RECEIPTS - BULK FEES	4,651	5,000	5,000	6,200	6,200
0013010	450400	PUBLIC WORKS MISCELLANEOUS CHARGES	50	0	0	50	50
0013016	450324	BARREL SALE	16,488	18,115	18,115	21,100	21,100
0013025	450113	PERM PATCH	55,605	0	0	0	0
0014500	450400	MISC MAYOR	725	0	0	0	0
0016010	450102	COPIER CHARGES	10,632	9,000	9,000	9,000	9,000
0016010	450313	LIBRARY RENTAL	840	960	960	680	680
0017000	450103	POOL CHARGES	192,176	193,790	193,790	203,500	203,500
0017000	450105	SUMMER RECREATION	89,170	100,275	100,275	97,000	97,000
0017000	450106	FALL RECREATION PROGRAM	9,893	9,175	9,175	0	0
0017000	450107	WINTER RECREATION PROGRAM	31,836	19,125	19,125	29,000	29,000
0017000	450311	MUZZY RENTALS	9,205	10,000	10,000	14,500	14,500
0017000	450321	RENTAL OF PARKS	5,920	3,500	3,500	3,500	3,500
0017000	450322	CONCESSION/MISCELLANEOUS	5,336	11,025	11,025	13,400	13,400
0017000	450400	PARKS MISCELLANEOUS CHARGES	100	300	300	300	300
TOTAL		**CHARGES FOR SERVICES**	**$3,955,330**	**$2,703,735**	**$2,703,735**	**$2,745,635**	**$2,745,635**

General Fund Revenue - continued

ORGCODE	OBJECT	REVENUE SOURCE	2017 ACTUAL REVENUE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 REVENUE REQUEST	2019 JOINT BOARD
SOURCE		***INVESTMENT EARNINGS***					
0011019	460001	INTEREST GENERAL FUND	$449,237	$325,000	$325,000	$425,000	$500,000
0011019	460006	INTEREST ACCOUNTS RECEIVABLE	8,863	6,000	6,000	6,000	8,000
TOTAL		**INVESTMENT EARNINGS**	**$458,100**	**$331,000**	**$331,000**	**$431,000**	**$508,000**
SOURCE		***SALE OF PROPERTY & EQUIPMENT***					
0011018	450309	SALE OF PROPERTY & EQUIPMENT	$70,046	$75,000	$75,000	$75,000	$75,000
TOTAL		**SALE OF PROPERTY & EQUIPMENT**	**$70,046**	**$75,000**	**$75,000**	**$75,000**	**$75,000**
SOURCE		***OTHER/MISCELLANEOUS REVENUE***					
0011018	454001	MISCELLANEOUS	$2,555	$5	$5	$5	$2,000
0011018	472002	REFUNDS	17,837	0	0	0	0
0014012	450301	REIMBURSMENTS SOCIAL SERVICES	20,562	8,650	8,650	4,325	4,325
0016010	480001	LIBRARY TRUST FUNDS	4,055	4,030	4,030	0	0
0016012	480001	MANROSS LIBRARY TRUST	19,155	0	19,155	0	0
0016014	480001	MAIN LIBRARY TRUST		0	0	4,130	4,130
0016014	480002	LIBRARY TRUST- GOODSELL	27,210	13,525	13,525	27,730	27,730
0017000	480003	PARK TRUST FUNDS	465,338	400,000	400,000	400,000	400,000
0017000		CREDIT CARD FEES	74,000	0	0	0	0
0017000	480004	PARK TRUST- GOODSELL	23,175	23,330	23,330	23,330	23,330
TOTAL		**OTHER/MISCELLANEOUS REVENUE**	**$653,887**	**$449,540**	**$468,695**	**$459,520**	**$461,515**
SOURCE		***CONTRIBUTIONS***					
0011012	470038	PLYMOUTH	$5,220	$5,140	$5,140	$5,405	$5,405
0011012	470039	PLAINVILLE	8,670	9,475	9,475	4,465	4,465
0011018	470030	HMO WATER DEPARTMENT CONTRIBUTION	4,242	1,500	1,500	3,000	3,000
0011033	470007	INTERDISTRICT BOARD OF EDUCATION	68,826	0	60,931	0	0
TOTAL		**CONTRIBUTIONS**	**$86,958**	**$16,115**	**$77,046**	**$12,870**	**$12,870**
SOURCE		***FEDERAL GRANTS***					
0011018	431080	HSG-PILOT	$193,371	$0	$0	$0	$0
0011018	431090	WS ALFRED	61,137	0	0	0	0
0012413	431003	CIVIL PREPAREDNESS	5,713	8,235	8,235	8,785	8,785
TOTAL		**FEDERAL GRANTS**	**$260,221**	**$8,235**	**$8,235**	**$8,785**	**$8,785**
SOURCE		***STATE GRANTS***					
0011014	432012	STATE PROPERTY	$0	$57,420	$57,420	$0	$0
0011014	432015	ELDERLY FREEZE	3,334	0	0	0	0
0011014	432024	ELDERLY CIRCUIT BREAKER	334,198	350,000	350,000	0	0
0011014	432025	HOSPITAL PILOT	392,185	392,185	392,185	371,495	371,495
0011014	432027	TOTAL DISABLED PILOT	13,451	10,000	10,000	12,900	12,900
0011014	432064	VETERANS GRANT	29,117	20,000	20,000	25,000	25,000
0011014	432077	ENTERPRISE ZONE REIMBURSEMENT	124,866	100,000	100,000	0	0
0011016	432152	MOTOR VEHICLES	0	1,095,290	1,095,290	0	0
0011018	432019	SALES TAX	1,276,119	1,836,945	1,836,945	0	0
0011018	432020	TOWNAID ROAD GRANT	663,933	663,930	663,930	663,770	663,770
0011018	432021	MASHANTUCKET PEQUOT GRANTS	565,082	559,715	559,715	400,280	400,280
0011018	432030	OFF-TRACK BETTING	51,643	65,000	65,000	50,000	50,000
0011018	432038	MISCELLANEOUS STATE REVENUE	410	500	500	0	0
0011018	432059	MUNICIPAL GRANT IN AID	2,486,925	0	0	0	0
0011018	432076	UTILITIES TAX	125,939	100,000	100,000	100,000	100,000
0011018	432817	MUNICIPAL	0	0	0	225,810	225,810
0011027	432146	DEMAND RESP	57,275	0	38,184	0	0
0011031	432026	YOUTH BUREAU	40,816	40,815	40,815	39,335	39,335
0011031	432147	ENHANCEMENT SERVICES	7,550	0	0	0	0
0011031	432150	JUVENILE DIVERSION	35,663	0	30,000	0	0
0012115	432050	E-911 SUBSIDY GRANT	134,521	134,500	134,500	134,500	134,500
0012115	432400	EMD GRANT	6,451	6,000	6,000	6,000	6,000
0014654	432079	SCHOOL READINESS	2,795,304	0	2,895,096	0	0
0014654	432080	QUALITY ENHANCEMENT GRANT	25,024	0	18,756	0	0
0015000	432002	EDUCATION COST SHARING GRANT	41,420,177	41,657,310	41,657,310	42,332,575	42,068,145
0015000	432013	HEALTH PUBLIC ACT 481	220,418	0	0	150,000	150,000
TOTAL		**STATE GRANTS**	**$50,810,401**	**$47,089,610**	**$50,071,646**	**$44,511,665**	**$44,247,235**
SOURCE		***OTHER FINANCING SOURCES***					
0011018	461002	BUD. FUND BALANCE UNRESTRICTED	$0	$0	$3,718,069	$0	$0
TOTAL		**OTHER FINANCING SOURCES**	**$0**	**$0**	**$3,718,069**	**$0**	**$0**
SOURCE		***OPERATING TRANSFERS IN***					
0011018	490101	TRANSFER IN EQUIP SINKING FUND	$0	$0	$16,000	$0	$0
0011018	490118	TRANSFER IN SEWER	11,374	3,000	3,000	3,000	3,000
0011018	490700	PERMANENT FUND	(40,232)	0	0	0	
0011018	490300	TRANSFER IN CAPITAL PROJECTS	0	0	0	0	
0011027	490700	TRANSFER IN SENIOR CENTER SIDEWALKS	0	0	0	0	
0013028	490700	TRANSFER TRUST	0	0	0	0	0
TOTAL		**OTHER FINANCING SOURCES**	**($28,858)**	**$3,000**	**$19,000**	**$3,000**	**$3,000**
TOTAL REVENUES GENERAL FUND			**$199,072,830**	**$191,835,815**	**$198,632,006**	**$200,352,835**	**$194,409,185**

General Fund Expenditures

CITY OF BRISTOL, CONNECTICUT
2018-2019
GENERAL FUND EXPENDITURE SUMMARY

ORGCODE	DEPARTMENT/ACTIVITY	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD	JB $ INCREASE/ (DECREASE)	JB % INCREASE/ (DECREASE)
FUNCTION	***GENERAL GOVERNMENT***						
0011010	CITY COUNCIL	$53,144	$58,920	$60,455	$60,455	$1,535	2.61%
0011011	MAYOR	232,276	237,640	231,565	194,335	(43,305)	(18.22%)
0011012	PROBATE COURT	38,074	38,950	39,950	39,950	1,000	2.57%
0011013	REGISTRARS OF VOTERS	242,117	221,945	231,665	231,665	9,720	4.38%
0011014	ASSESSORS	396,157	398,745	433,560	428,560	29,815	7.48%
0011015	BOARD OF ASSESSMENT APPEALS	5,228	16,625	19,625	14,625	(2,000)	(12.03%)
0011016	TAX COLLECTOR	347,681	374,260	381,190	381,190	6,930	1.85%
0011017	PURCHASING	194,623	198,420	203,190	203,190	4,770	2.40%
0011018	COMPTROLLER	635,159	666,970	701,970	699,355	32,385	4.86%
0011019	TREASURER	115,247	142,775	147,095	147,095	4,320	3.03%
0011020	INFORMATION SYSTEMS	839,212	888,230	1,023,510	1,045,845	157,615	17.74%
0011021	PERSONNEL DEPARTMENT	636,771	606,185	626,370	585,870	(20,315)	(3.35%)
0011022	CORPORATION COUNSEL	652,604	697,315	880,500	795,500	98,185	14.08%
0011023	CITY CLERK	405,163	424,785	434,285	434,285	9,500	2.24%
0011024	BOARD OF FINANCE	64,979	66,970	98,590	84,460	17,490	26.12%
0011026	HOUSING CODE BOARD OF APPEALS	220	455	440	440	(15)	(3.30%)
0011027	DEPARTMENT OF AGING	609,152	646,530	664,710	659,710	13,180	2.04%
0011030	CITY MEMBERSHIPS	25,824	25,830	26,485	68,715	42,885	166.03%
0011031	YOUTH SERVICES	439,364	414,020	450,390	450,390	36,370	8.78%
0011033	INTERDISTRICT COOP PROGRAM	68,826	0	0	0	0	0.00%
0011034	COMMUNITY PROMOTIONS	37,822	80,000	80,000	75,000	(5,000)	(6.25%)
0011041	BOARDS AND COMMISSIONS	4,061	7,050	7,050	5,550	(1,500)	(21.28%)
TOTAL	**GENERAL GOVERNMENT**	**$6,043,705**	**$6,212,620**	**$6,742,595**	**$6,606,185**	**$393,565**	**6.33%**
FUNCTION	***PUBLIC SAFETY***						
0012110	POLICE DEPARTMENT ADMINISTRATION	$1,284,815	$1,324,545	$1,596,320	$1,358,490	$33,945	2.56%
0012111	POLICE MAINTENANCE	243,146	275,130	283,870	278,870	3,740	1.36%
0012112	POLICE PATROL & TRAFFIC	8,834,542	9,554,175	9,858,235	9,893,560	339,385	3.55%
0012113	POLICE CRIMINAL INVESTIGATIONS	2,293,743	2,415,040	2,481,510	2,476,510	61,470	2.55%
0012114	POLICE SPECIAL SERVICES	1,092,073	450,000	450,000	450,000	0	0.00%
0012115	POLICE COMMUNICATIONS	1,455,013	1,473,615	1,516,305	1,516,305	42,690	2.90%
	SUB-TOTAL POLICE DEPT.	***$15,203,331***	***$15,492,505***	***$16,186,240***	***$15,973,735***	***$481,230***	***3.11%***
0012211	FIRE DEPARTMENT	$8,046,640	$8,297,610	$8,839,045	$8,682,705	$385,095	4.64%
0012312	ANIMAL CONTROL	162,578	156,175	162,140	162,140	5,965	3.82%
0012413	EMERGENCY MANAGEMENT	12,258	16,475	17,575	17,575	1,100	6.68%
0012615	BUILDING INSPECTION	516,859	539,340	642,630	573,030	33,690	6.25%
TOTAL	**PUBLIC SAFETY**	**$23,941,667**	**$24,502,105**	**$25,847,630**	**$25,409,185**	**$907,080**	**3.70%**
FUNCTION	***PUBLIC WORKS***						
0013010	PW ADMINISTRATION	$357,313	$361,475	$371,395	$371,395	$9,920	2.74%
0013011	PW ENGINEERING	808,121	887,465	925,785	916,185	28,720	3.24%
0013012	PW LAND USE	157,665	218,715	237,010	237,010	18,295	8.36%
0013013	PW BUILDING MAINTENANCE	1,225,181	1,137,640	1,174,060	1,123,410	(14,230)	(1.25%)
0013015	PW STREETS	1,745,219	1,866,470	1,942,895	1,935,895	69,425	3.72%
0013016	PW SOLID WASTE	997,717	1,052,420	1,082,610	1,051,120	(1,300)	(0.12%)
0013017	PW FLEET MAINTENANCE	1,901,443	1,859,365	1,961,265	1,932,395	73,030	3.93%
0013018	PW SNOW REMOVAL	1,107,392	1,065,700	1,065,700	1,050,700	(15,000)	(1.41%)
0013019	PW MAJOR ROAD IMPROVEMENTS	3,445,267	2,051,510	2,150,000	1,922,000	(129,510)	(6.31%)
0013020	PW RAILROAD MAINTENANCE	15,251	26,300	44,300	44,300	18,000	68.44%
0013021	PW OTHER CITY BUILDINGS	176,035	176,500	178,760	175,500	(1,000)	(0.57%)
0013025	PW PERM PATCH UTILITY	55,605	0	0	0	0	0.00%
0013026	PW FLEET	543,350	914,000	1,169,000	1,169,000	255,000	27.90%
0013027	PW LINE PAINTING	54,641	141,000	140,500	140,500	(500)	(0.35%)
0013028	STORM WATER MAINTENANCE	1,768	0	0	0	0	0.00%
0013040	PW STREET LIGHTING	562,151	220,000	208,000	208,000	(12,000)	(5.45%)
TOTAL	**PUBLIC WORKS**	**$13,154,119**	**$11,978,560**	**$12,651,280**	**$12,277,410**	**$298,850**	**2.49%**

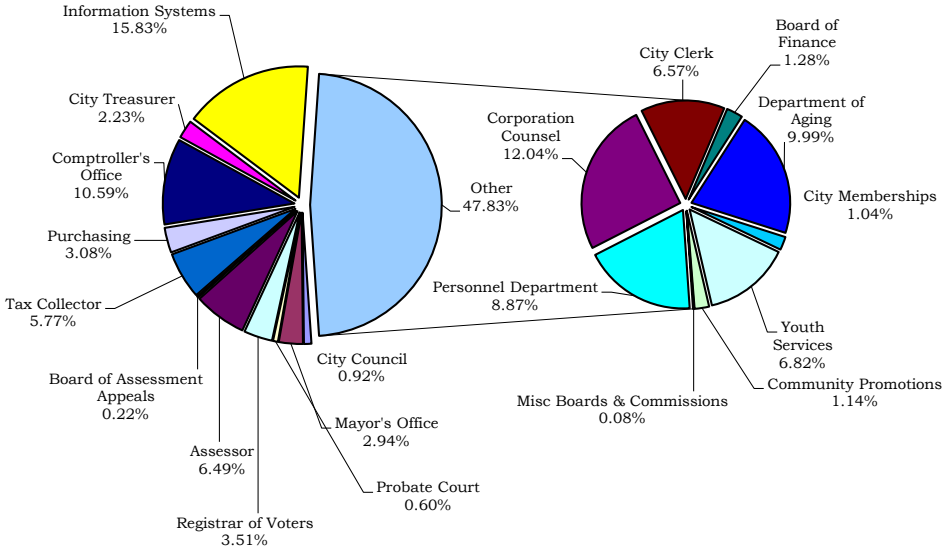
Budgetary Summaries - (continued)

ORGCODE	DEPARTMENT/ACTIVITY	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD	JB $ INCREASE/ (DECREASE)	JB % INCREASE/ (DECREASE)
FUNCTION	***HEALTH & SOCIAL SERVICES***						
0014012	COMMUNITY SERVICES	$85,845	$103,070	$105,575	$105,575	$2,505	2.43%
0014210	BRISTOL/BURLINGTON HEALTH	3,227,732	3,144,330	3,212,350	3,144,330	0	0.00%
0014314	BRISTOL PRESCHOOL	5,000	0	0	0	0	0.00%
0014500	OUTSIDE AGENCIES	127,351	102,115	132,880	102,880	765	0.75%
0014550	CEMETERY UPKEEP	79,075	79,075	79,075	79,075	0	0.00%
0014654	SCHOOL READINESS PROGRAM	2,829,398	8,240	8,220	8,220	(20)	(0.24%)
TOTAL	**HEALTH & SOCIAL SERVICES**	**$6,354,401**	**$3,436,830**	**$3,538,100**	**$3,440,080**	**$3,250**	**0.09%**
FUNCTION	***LIBRARIES***						
0016010	MAIN LIBRARY	$1,603,247	$1,708,580	$1,787,745	$1,775,745	$67,165	3.93%
0016011	CHILDREN'S LIBRARY	45,429	57,700	58,000	58,000	300	0.52%
0016012	MANROSS LIBRARY	348,707	356,740	369,165	369,165	12,425	3.48%
0016014	LIBRARY BEQUEST	24,959	13,525	31,860	31,860	18,335	135.56%
TOTAL	**LIBRARIES**	**$2,022,342**	**$2,136,545**	**$2,246,770**	**$2,234,770**	**$98,225**	**4.60%**
FUNCTION	***PARKS & RECREATION***						
0017000	PARKS & RECREATION	$2,421,447	$2,437,450	$2,930,745	$2,580,645	$143,195	5.87%
TOTAL	**PARKS & RECREATION**	**$2,421,447**	**$2,437,450**	**$2,930,745**	**$2,580,645**	**$143,195**	**5.87%**
FUNCTION	***MISCELLANEOUS & OTHER USES***						
0018101	RETIREMENT BENEFITS	$449,841	$1,266,285	$1,644,745	$0	($1,266,285)	0.00%
0018102	EMPLOYEE BENEFITS	2,136,022	1,568,320	1,666,320	1,676,320	108,000	6.89%
0018105	INSURANCE	785,114	842,000	888,000	888,000	46,000	5.46%
0018106	ALL OTHER	832,390	2,536,700	2,096,950	2,076,950	(459,750)	(18.12%)
0018107	OTHER POST EMPLOYMENT BENEFITS	1,000,000	1,362,655	1,450,000	1,450,000	87,345	6.41%
0018108	OPERATING TRANSFERS OUT	42,692,889	22,944,090	24,707,005	24,108,445	1,164,355	5.07%
0018310	PUBLIC BUILDINGS	403,000	250,000	310,000	250,000	0	0.00%
TOTAL	**MISCELLANEOUS & OTHER USES**	**$48,299,256**	**$30,770,050**	**$32,763,020**	**$30,449,715**	**($320,335)**	**(1.04%)**
TOTAL	**GENERAL CITY**	**$102,236,937**	**$81,474,160**	**$86,720,140**	**$82,997,990**	**$1,523,830**	**1.87%**
FUNCTION	***EDUCATION***						
0015000	EDUCATION	$93,588,095	$110,361,655	$113,632,695	$111,411,195	$1,049,540	0.95%
TOTAL	**EDUCATION**	**$93,588,095**	**$110,361,655**	**$113,632,695**	**$111,411,195**	**$1,049,540**	**0.95%**
TOTAL	**GENERAL FUND**	**$195,825,032**	**$191,835,815**	**$200,352,835**	**$194,409,185**	**$2,573,370**	**1.34%**

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

ORGCODE	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	COMPTROLLER	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
TOTAL GENERAL GOVERNMENT		**$6,043,705**	**$6,212,620**	**$6,611,753**	**$6,742,595**	**$6,606,185**

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

	2017 Actual	2018 Estimated	2019 Budget
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
SALARIES							
515200		PART TIME WAGES	$53,144	$58,920	$58,920	$60,455	$60,455
		TOTAL SALARIES	**$53,144**	**$58,920**	**$58,920**	**$60,455**	**$60,455**
		TOTAL CITY COUNCIL	**$53,144**	**$58,920**	**$58,920**	**$60,455**	**$60,455**

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

Greg Hahn
District 1

Josh Medeiros
District 1

Peter Kelley
District 2

Dave Preleski
District 2

Mary Fortier
District 3

Dave Mills
District 3

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.

General Government - (continued)

Expenditure and Position Summary:

	2017 Actual	2018 Estimated	2019 Budget
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
SALARIES							
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
		TOTAL SALARIES	**$163,416**	**$177,340**	**$177,340**	**$171,465**	**$171,465**
CONTRACTUAL SERVICES							
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
		TOTAL CONTRACTUAL SERVICES	**$68,301**	**$59,000**	**$59,000**	**$58,800**	**$21,570**
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	$374	$600	$600	$600	$600
569000		OFFICE SUPPLIES	186	700	700	700	700
		TOTAL SUPPLIES AND MATERIALS	**$559**	**$1,300**	**$1,300**	**$1,300**	**$1,300**
		TOTAL MAYOR	**$232,276**	**$237,640**	**$237,640**	**$231,565**	**$194,335**

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 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.

General Government - (continued)

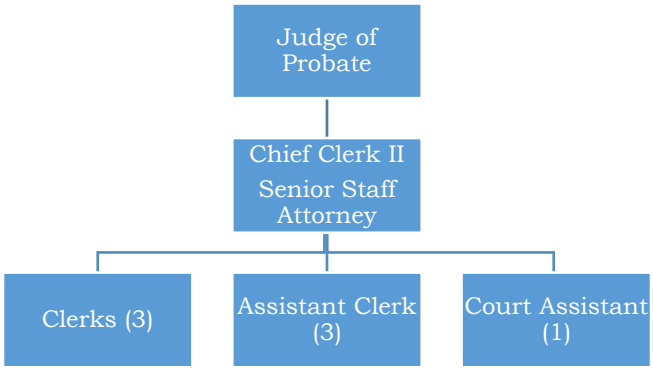
Performance Measures

Type of Matter	2013	2014	2015	2016	2017
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

	2017 Actual	2018 Estimated	2019 Budget
Salary Expenditures	*Salaries for this department are paid by the State of Connecticut*		

Organizational Chart



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
CONTRACTUAL SERVICES							
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
		TOTAL CONTRACTUAL SERVICES	**$33,416**	**$33,950**	**$40,424**	**$34,950**	**$34,950**
SUPPLIES AND MATERIALS							
569000		OFFICE SUPPLIES	$4,658	$5,000	$5,342	$5,000	$5,000
		TOTAL SUPPLIES AND MATERIALS	**$4,658**	**$5,000**	**$5,342**	**$5,000**	**$5,000**
		TOTAL PROBATE COURT	**$38,074**	**$38,950**	**$45,766**	**$39,950**	**$39,950**

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.

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

		Municipal Election 2017	
Polling Location		**Eligible Voters**	**Number Voted**
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		
TOTALS	**690**	**34,244**	**12,054**

General Government - (continued)

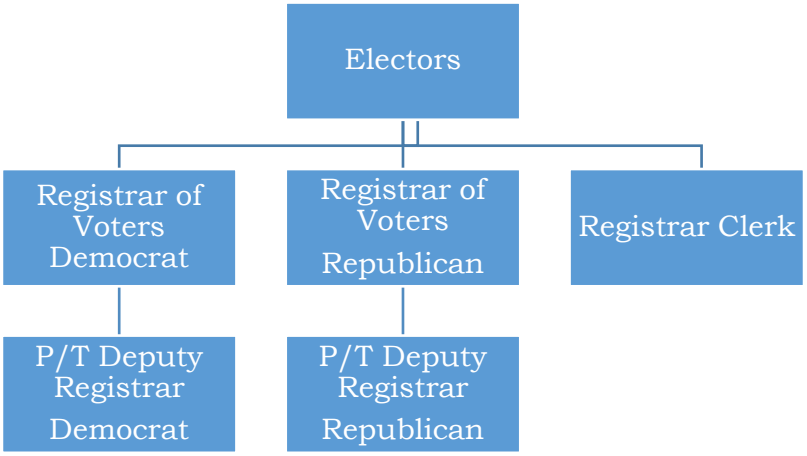
Historical Voter Turnout			
ELECTION	**%**	**Registered**	**VOTED***
2000 PRESIDENTIAL	74%	31,274	23,035
2001 MUNICIPAL	36%	29,899	10,824
2002 GOVERNOR	54%	29,611	16,002
2003 MUNICIPAL	40%	29,453	11,858
2004 PRESIDENTIAL	77%	32,880	25,349
2005 MUNICIPAL	38%	32,014	12,305
2006 GOVERNOR	58%	31,926	18,598
2007 MUNICIPAL	36%	31,774	11,558
2008 PRESIDENTIAL	77%	34,720	26,900
2009 MUNICIPAL	26%	34,132	8,767
2010 GOVERNOR	54%	33,658	18,057
2011 MUNICIPAL	28%	33,249	9,347
2012 PRESIDENTIAL	70%	35,113	24,558
2013 MUNICIPAL	35%	31,869	11,085
2014 GOVERNOR	56%	31,718	17,835
2015 MUNICIPAL	39%	31,241	12,106
2016 PRESIDENTIAL	78%	34,464	26,790
2017 MUNICIPAL	37%	34,244	12,054
*Includes Absentee & EDR Voters			

Expenditure and Position Summary

	2017 Actual	**2018 Estimated**	**2019 Budget**
Salary Expenditures	$186,576	$176,428	$193,215
Full Time Positions	3	3	3

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
SALARIES							
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
		TOTAL SALARIES	**$186,576**	**$180,345**	**$176,428**	**$193,215**	**$193,215**
CONTRACTUAL SERVICES							
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
		TOTAL CONTRACTUAL SERVICES	**$27,403**	**$25,100**	**$23,100**	**$22,450**	**$22,450**
SUPPLIES AND MATERIALS							
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
		TOTAL SUPPLIES AND MATERIALS	**$28,138**	**$16,500**	**$26,000**	**$16,000**	**$16,000**
		TOTAL REGISTRARS OF VOTERS	**$242,117**	**$221,945**	**$225,528**	**$231,665**	**$231,665**

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 1st of each year, based on the registration records of the motor vehicle department. The list is then priced to develop the grand list. The values are based on "clean" retail value from the National Automobile Dealers Association (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.

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

FY/Grand List Date	FY2016 10/1/14	FY2017 10/1/15	FY2018 10/1/16
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

	Gross Assessment	Exemptions	Net Assessment
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

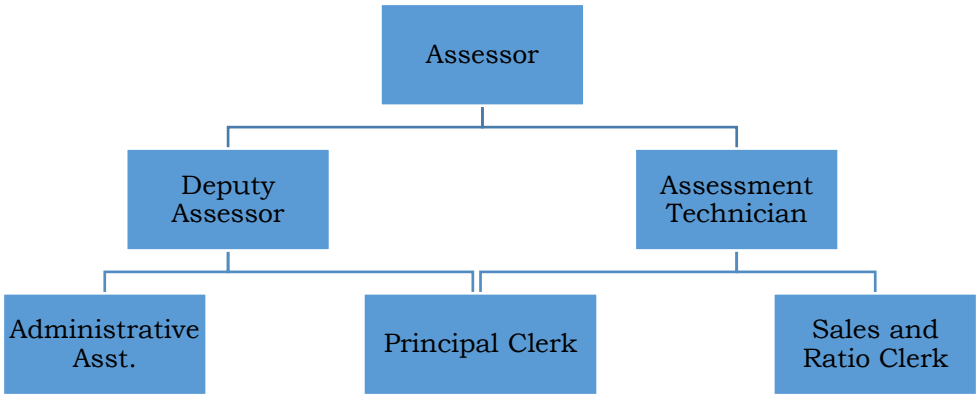
General Government - (continued)

2017 Grand List Statistical Data –	**Count**
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

	2017 Actual	**2018 Estimated**	**2019 Budget**
Salary Expenditures	$359,672	$388,463	$389,435
Full Time Positions	6	6	6

Organizational Chart



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
SALARIES							
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
		TOTAL SALARIES	**$359,672**	**$377,745**	**$388,463**	**$394,435**	**$389,435**
CONTRACTUAL SERVICES							
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
		TOTAL CONTRACTUAL SERVICES	**$35,303**	**$18,600**	**$54,950**	**$36,725**	**$36,725**
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	$625	$1,750	$1,750	$1,750	$1,750
569000		OFFICE SUPPLIES	557	650	650	650	650
		TOTAL SUPPLIES AND MATERIALS	**$1,182**	**$2,400**	**$2,400**	**$2,400**	**$2,400**
		TOTAL ASSESSOR	**$396,157**	**$398,745**	**$445,813**	**$433,560**	**$428,560**

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 1st Grand List. The September hearing is solely for motor vehicle appeals.

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

Fiscal Year 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.

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

Grand List Year	Number	Appeals Heard	Number Granted	Number Denied
2015	21	Real Estate	16	5
	3	Motor Vehicle	3	0
	3	Personal Property	3	0
2016	19	Real Estate	16	3
	2	Motor Vehicle	8	1
	3	Personal Property	2	1
2017*	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	11/2019
Shirley Salvatore	11/2019
Thomas Ragaini	11/2019

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
SALARIES							
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
		TOTAL SALARIES	**$4,904**	**$13,450**	**$13,678**	**$16,450**	**$11,450**
CONTRACTUAL SERVICES							
553100		POSTAGE	$32	$1,000	$1,000	$1,000	$1,000
557700		ADVERTISING	142	175	175	175	175
		TOTAL CONTRACTUAL SERVICES	**$174**	**$1,175**	**$1,175**	**$1,175**	**$1,175**
SUPPLIES AND MATERIALS							
569000		OFFICE SUPPLIES	$150	$2,000	$2,000	$2,000	$2,000
		TOTAL SUPPLIES AND MATERIALS	**$150**	**$2,000**	**$2,000**	**$2,000**	**$2,000**
		TOTAL BOARD OF ASSESSMENT APPEALS	**$5,228**	**$16,625**	**$16,853**	**$19,625**	**$14,625**

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%.

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

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

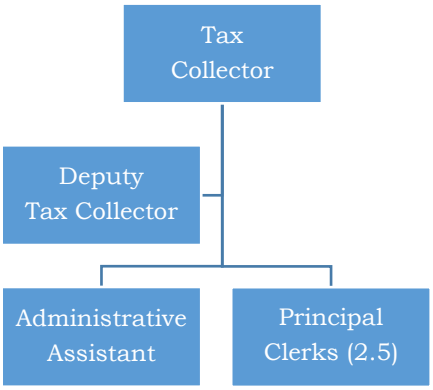
Online Credit Card Transaction by Month- 2017 Calendar Year				
Month	**Amount Collected**		**Month**	**Amount Collected**
January	928,846		July	2,298,807
February	613,485		August	1,102,757
March	307,568		September	315,553
April	147,821		October	320,645
May	129,306		November	203,601
June	75,149		December	469,178

Expenditure and Position Summary

	2017 Actual	**2018 Estimated**	**2019 Budget**
Salary Expenditures	$290,213	$313,750	$312,265
Full Time Positions	5.5	5.5	5.5

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
SALARIES							
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
		TOTAL SALARIES	**$290,213**	**$301,610**	**$313,750**	**$312,265**	**$312,265**
CONTRACTUAL SERVICES							
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
		TOTAL CONTRACTUAL SERVICES	**$56,932**	**$71,920**	**$71,920**	**$68,195**	**$68,195**
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	$320	$430	$430	$430	$430
569000		OFFICE SUPPLIES	216	300	300	300	300
		TOTAL SUPPLIES AND MATERIALS	**$536**	**$730**	**$730**	**$730**	**$730**
		TOTAL TAX COLLECTOR	**$347,681**	**$374,260**	**$386,400**	**$381,190**	**$381,190**

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.

General Government - (continued)

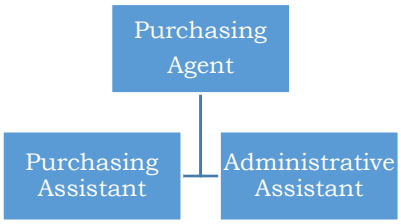
Performance Measures

	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018
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

	2017 Actual	2018 Estimated	2019 Budget
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
SALARIES							
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
		TOTAL SALARIES	**$186,818**	**$189,570**	**$195,809**	**$194,340**	**$194,340**
CONTRACTUAL SERVICES							
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
		TOTAL CONTRACTUAL SERVICES	**$7,480**	**$8,500**	**$8,798**	**$8,500**	**$8,500**
SUPPLIES AND MATERIALS							
569000		OFFICE SUPPLIES	$325	$350	$390	$350	$350
		TOTAL SUPPLIES AND MATERIALS	**$325**	**$350**	**$390**	**$350**	**$350**
		TOTAL PURCHASING	**$194,623**	**$198,420**	**$204,997**	**$203,190**	**$203,190**

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.

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:

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

Qualitative:

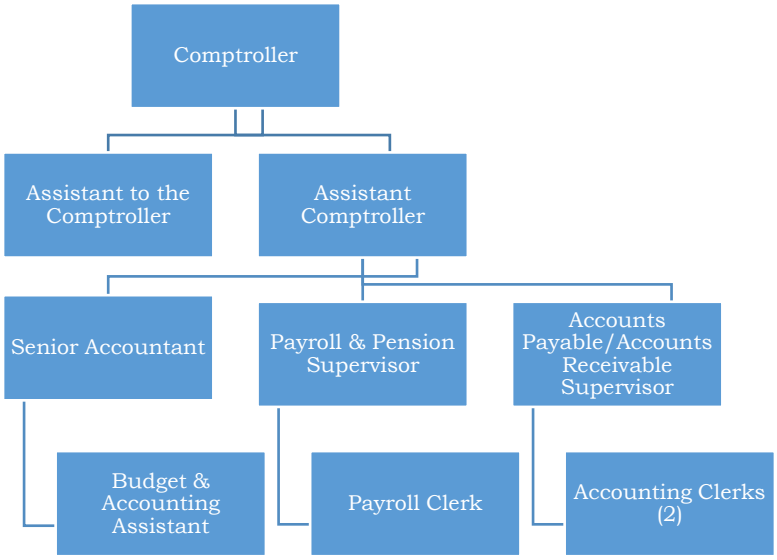
The Comptroller's office continues to receive all three GFOA awards, which signifies its strong commitment to superior financial reporting and budget presentation. The Comptroller's office also works to ensure strict adherence to budgetary guidelines.

Expenditure and Position Summary

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

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
SALARIES							
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
		TOTAL SALARIES	**$623,118**	**$651,590**	**$683,745**	**$682,590**	**$682,590**
CONTRACTUAL SERVICES							
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
		TOTAL CONTRACTUAL SERVICES	**$10,652**	**$13,980**	**$13,980**	**$15,365**	**$15,365**
SUPPLIES AND MATERIALS							
569000		OFFICE SUPPLIES	$1,389	$1,400	$1,400	$1,400	$1,400
		TOTAL SUPPLIES AND MATERIALS	**$1,389**	**$1,400**	**$1,400**	**$1,400**	**$1,400**
CAPITAL OUTLAY							
579999		EQUIPMENT	$0	$0	$0	$2,615	$0
		TOTAL CAPITAL OUTLAY	**$0**	**$0**	**$0**	**$2,615**	**$0**
		TOTAL COMPTROLLER	**$635,159**	**$666,970**	**$699,125**	**$701,970**	**$699,355**

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.

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

	2015 No. of Retirees	Amount Paid	2016 No. of Retirees	Amount Paid	2017 No. of Retirees	Amount Paid
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

	FY 15-16	FY 16-17	FY 17-18
Number of 1099R's Issued	811	823	838
Long-Term Debt Schedule			
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

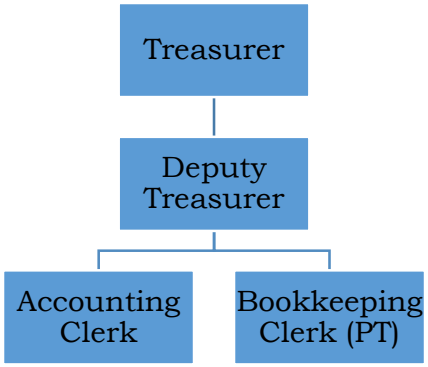
General Government - (continued)

Expenditure and Position Summary

	2017 Actual	2018 Estimated	2019 Budget
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



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
SALARIES							
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	
		TOTAL SALARIES	**$103,983**	**$111,185**	**$112,923**	**$116,745**	**$116,745**
CONTRACTUAL SERVICES							
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
		TOTAL CONTRACTUAL SERVICES	**$11,138**	**$31,040**	**$31,040**	**$29,800**	**$29,800**
SUPPLIES AND MATERIALS							
569000		OFFICE SUPPLIES	$125	$550	$550	$550	$550
		TOTAL SUPPLIES AND MATERIALS	**$125**	**$550**	**$550**	**$550**	**$550**
		TOTAL TREASURER	**$115,247**	**$142,775**	**$144,513**	**$147,095**	**$147,095**

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

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.

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

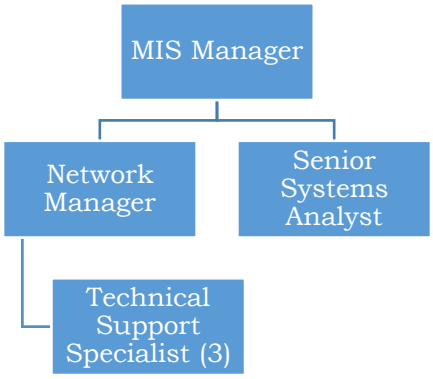
***Quantitative:* Breakdown of City's Computers**			
Facility	**# of Computers**	**Board of Education**	**# of Computers**
City Hall	167	BOE Admin	125
Police Dept.	143	Bristol Central H.S.	1,061
Fire Dept.	29	Bristol Eastern H.S.	915
Main Library	98	Middle Schools/ K-8	2,647
Manross Library	20	Elementary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

Total Computers:		
FY 2016: 4,553	FY 2017: 4,553	FY 2018: 6,902

Expenditure and Position Summary

	2017 Actual	**2018 Estimated**	**2019 Budget**
Salary Expenditures	$491,236	$513,535	$546,410
Full Time Positions	6	6	6

Organizational Chart



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
SALARIES							
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
		TOTAL SALARIES	**$491,236**	**$499,245**	**$513,535**	**$508,575**	**$546,410**
CONTRACTUAL SERVICES							
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
		TOTAL CONTRACTUAL SERVICES	**$292,961**	**$378,735**	**$403,439**	**$454,685**	**$489,185**
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	$10,743	$10,000	$10,150	$10,000	$10,000
569000		OFFICE SUPPLIES	72	250	250	250	250
		TOTAL SUPPLIES AND MATERIALS	**$10,815**	**$10,250**	**$10,400**	**$10,250**	**$10,250**
CAPITAL OUTLAY							
570900	15008	OTHER CAP OUTLAY	$44,200	$0	$0	$0	$0
579999		EQUIPMENT	0	0	0	50,000	0
		TOTAL CAPITAL OUTLAY	**$44,200**	**$0**	**$0**	**$50,000**	**$0**
		TOTAL INFORMATION SYSTEMS	**$839,212**	**$888,230**	**$927,374**	**$1,023,510**	**$1,045,845**

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.

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:

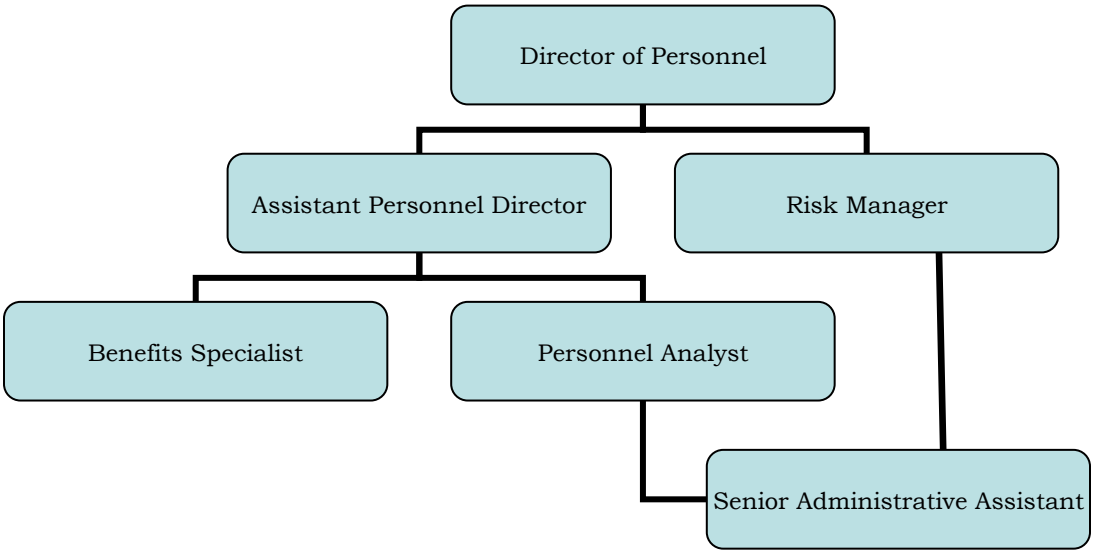
Activity	Calendar 2015 Actual	Calendar 2016 Actual	Calendar 2017 Actual
Number of OSHA reportable Workers Compensation Claims	76	60	62
Lost Time Days	988	720	770
Grievances heard	14	14	9
Employees hired (excluding seasonal & temporary)	44	37	41

General Government - (continued)

Expenditure and Position Summary

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

Organizational Chart



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
SALARIES							
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
		TOTAL SALARIES	**$471,055**	**$490,045**	**$498,824**	**$496,845**	**$496,845**
CONTRACTUAL SERVICES							
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
		TOTAL CONTRACTUAL SERVICES	**$151,520**	**$104,685**	**$106,185**	**$117,070**	**$76,570**
PROFESSIONAL SERVICES							
531300		PRE-EMPLOYMENT EXAMINATIONS	$9,455	$6,000	$10,116	$7,000	$7,000
		TOTAL PROFESSIONAL SERVICES	**$9,455**	**$6,000**	**$10,116**	**$7,000**	**$7,000**
SUPPLIES AND MATERIALS							
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
		TOTAL SUPPLIES AND MATERIALS	**$4,741**	**$5,455**	**$5,455**	**$5,455**	**$5,455**
		TOTAL PERSONNEL DEPARTMENT	**$636,771**	**$606,185**	**$620,580**	**$626,370**	**$585,870**

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.

General Government - (continued)

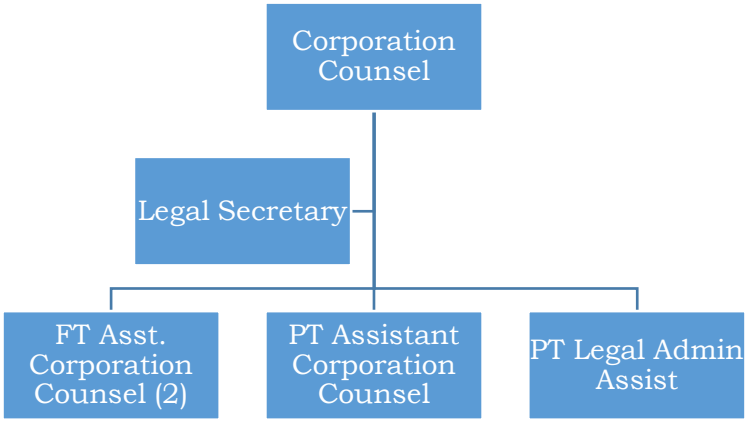
- Advise and assist the Mayor and City Council in adopting ordinances necessary to implement the transition of responsibility for the water pollution control plant and functions from the City's Public Works Department to the Water Department.
- Recover Code Enforcement expenditures.
- Provide legal assistance 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.

General Government - (continued)

Expenditure and Position Summary

	2017 Actual	2018 Estimated	2019 Budget
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
SALARIES							
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
		TOTAL SALARIES	**$404,733**	**$412,595**	**$412,595**	**$417,765**	**$417,765**
CONTRACTUAL SERVICES							
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
		TOTAL CONTRACTUAL SERVICES	**$233,631**	**$267,015**	**$325,430**	**$445,935**	**$360,935**
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	$13,664	$16,905	$16,905	$16,000	$16,000
569000		OFFICE SUPPLIES	575	800	800	800	800
		TOTAL SUPPLIES AND MATERIALS	**$14,239**	**$17,705**	**$17,705**	**$16,800**	**$16,800**
		TOTAL CORPORATION COUNSEL	**$652,604**	**$697,315**	**$755,730**	**$880,500**	**$795,500**

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.

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

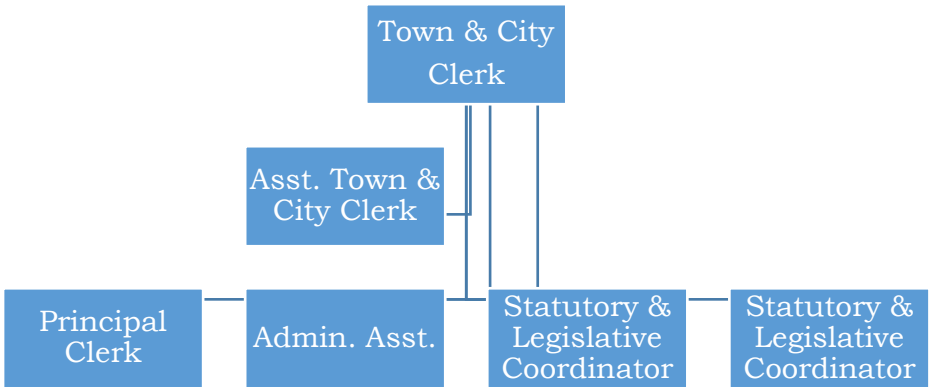
Value of Transactions

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
Total	**$1,333,273**	**$1,493,568**	**$1,420,803**

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



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
SALARIES							
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
		TOTAL SALARIES	**$337,094**	**$348,965**	**$363,257**	**$359,365**	**$359,365**
CONTRACTUAL SERVICES							
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
		TOTAL CONTRACTUAL SERVICES	**$66,053**	**$73,670**	**$73,670**	**$72,770**	**$72,770**
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	$249	$250	$250	$250	$250
569000		OFFICE SUPPLIES	1,768	1,900	1,900	1,900	1,900
		TOTAL SUPPLIES AND MATERIALS	**$2,017**	**$2,150**	**$2,150**	**$2,150**	**$2,150**
		TOTAL CITY CLERK	**$405,163**	**$424,785**	**$439,077**	**$434,285**	**$434,285**

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

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

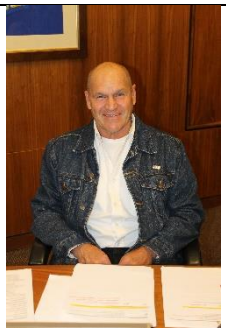
The $1,360 Overtime line item is for costs associated with recording minutes of monthly meetings. The Professional Fees and Services line item pays for the annual City audit.

0011024 BOARD OF FINANCE

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

Board of Finance Members:	**Expiration of Term**
Ellen Zoppo-Sassu, Mayor	11/2019 (Elected)
Cheryl Thibeault, Chairperson	06/2021
John Smith, Vice Chairperson	06/2019
Ron Burns	06/2020
Orlando Calfe	06/2021
Jake Carrier	06/2019
Mike LaMothe	06/2022
Marie O'Brien	06/2022
Vacant	06/2020

City of Bristol, Connecticut
Board of Finance

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

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
SALARIES							
515100		OVERTIME	$194	$420	$420	$400	$400
		TOTAL SALARIES	**$194**	**$420**	**$420**	**$400**	**$400**
CONTRACTUAL SERVICES							
553100		POSTAGE	$26	$35	$35	$40	$40
		TOTAL CONTRACTUAL SERVICES	**$26**	**$35**	**$35**	**$40**	**$40**
		TOTAL HOUSING CODE BOARD OF APPEALS	**$220**	**$455**	**$455**	**$440**	**$440**

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.

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.

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.

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.

PROGRAMS	2016 Attendees	2017 Attendees	2018 Attendees
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

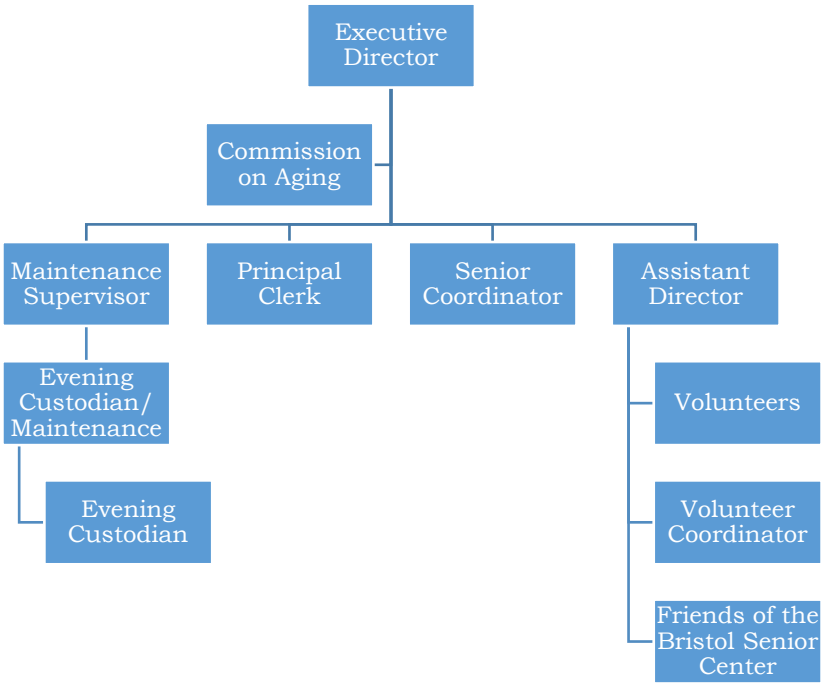
NEW MEMBERS	2015	2016	2017	2018
	352	407	431	357

Expenditure and Position Summary

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

General Government - (continued)

Organizational Chart



Commission Members	**Expiration of Term**
Teresa Barton, Chair	03/2019
John R. Hartman, Commissioner	03/2021
George Irving, Commissioner	03/2021
Cathy Duck, Commissioner	03/2020
Larry Zbikowski, Commissioner	03/2020
Natale Barrett, Vice Chair	03/2019
Dino Bossi, Commissioner	03/2020
Greg Hahn, City Council Liaison	11/2019

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
SALARIES							
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
		TOTAL SALARIES	**$377,750**	**$396,365**	**$416,298**	**$414,850**	**$414,850**
CONTRACTUAL SERVICES							
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
		TOTAL CONTRACTUAL SERVICES	**$182,055**	**$195,815**	**$235,859**	**$195,510**	**$190,510**
SUPPLIES AND MATERIALS							
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
		TOTAL SUPPLIES AND MATERIALS	**$49,347**	**$54,350**	**$52,490**	**$54,350**	**$54,350**
		TOTAL DEPARTMENT OF AGING	**$609,152**	**$646,530**	**$704,647**	**$664,710**	**$659,710**

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
CONTRACTUAL SERVICES							
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
		TOTAL CONTRACTUAL SERVICES	**$25,824**	**$25,830**	**$25,830**	**$26,485**	**$68,715**
		TOTAL CITY MEMBERSHIPS	**$25,824**	**$25,830**	**$25,830**	**$26,485**	**$68,715**

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:

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.

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.

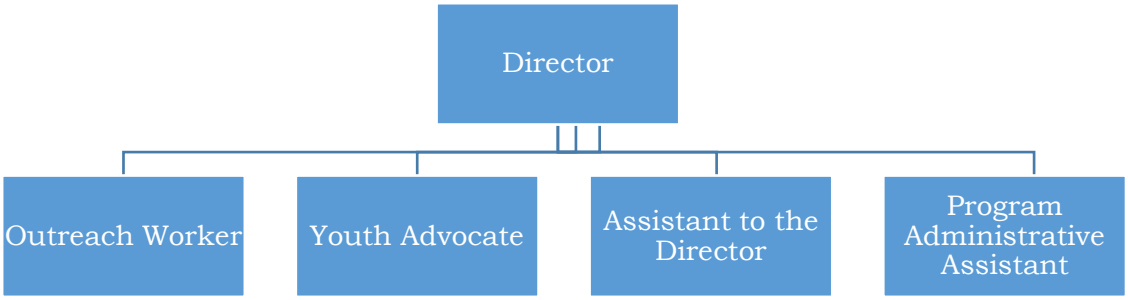
General Government - (continued)

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

	2017 Actual	2018 Estimated	2019 Budget
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	Term Expiration
Kimberly Carmelich, Secretary, Private Youth Provider	June 2021
Matthew Gotowala, Police	June 2020
Ryan Broderick, School Representative	June 2021
Deborah Ahl, Consumer/Citizen	June 2021
Barbara Callahan, Consumer/Citizen	June 2019
Tanya Ledesma, Consumer/Citizen	June 2019
Alison Wadowski, Consumer/Citizen	June 2021
Ethan Grabowski, Youth under 21 years	March 2021
Joy Harris, Youth under 21 years	March 2021
Juan Calderon, Youth under 21 years	December 2021
Joshua Medeiros, City Council Liaison	November 2019

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
SALARIES							
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
		TOTAL SALARIES	**$272,802**	**$281,540**	**$287,425**	**$317,860**	**$317,860**
CONTRACTUAL SERVICES							
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
		TOTAL CONTRACTUAL SERVICES	**$158,861**	**$123,255**	**$154,310**	**$122,905**	**$122,905**
SUPPLIES AND MATERIALS							
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
		TOTAL SUPPLIES AND MATERIALS	**$7,701**	**$9,225**	**$9,775**	**$9,625**	**$9,625**
		TOTAL YOUTH SERVICES	**$439,364**	**$414,020**	**$451,510**	**$450,390**	**$450,390**

INTERDISTRICT COOPERATIVE PROGRAM

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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.

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:

Fiscal Year	Grades Served	Number of Students	Direct Service Contact Hours/ Avg. Per Student
2017	3rd - 5th	262	30
2018	4th – 5th	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 from12 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.

Assessment Used	Pre	Post
Survey of Staff *(logs & rubrics)*	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%

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 4th, and 5th 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
SALARIES							
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
		TOTAL SALARIES	**$28,737**	**$0**	**$13,465**	**$0**	**$0**
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES	$2,370	$0	$8,458	$0	$0
559000		OTHER PURCHASED SERVICES	36,969	0	39,008	0	0
		TOTAL CONTRACTUAL SERVICES	**$39,339**	**$0**	**$47,466**	**$0**	**$0**
SUPPLIES							
561800		PROGRAM SUPPLIES	$750	$0	$0	$0	$0
		TOTAL SUPPLIES	**$750**	**$0**	**$0**	**$0**	**$0**
		TOTAL INTERDISTRICT COOP PROGRAM	**$68,826**	**$0**	**$60,931**	**$0**	**$0**

COMMUNITY PROMOTIONS

Service Narrative

The Community Promotions funding provides program grants to non-profit organizations within the City. The Mum Festival and Forestville Memorial Day Parades are supported with Community Promotions funding. Other events throughout the City of Bristol sponsored by this budget include, 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
CONTRACTUAL SERVICES							
583100		CITY PROMOTIONAL ACTIVITIES	$4,457	$5,000	$9,284	$5,000	$0
		TOTAL CONTRACTUAL SERVICES	**$4,457**	**$5,000**	**$9,284**	**$5,000**	**$0**
OTHER/MISCELLANEOUS							
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
		TOTAL OTHER/MISCELLANEOUS	**$33,365**	**$75,000**	**$76,760**	**$75,000**	**$75,000**
		TOTAL COMMUNITY PROMOTIONS	**$37,822**	**$80,000**	**$86,044**	**$80,000**	**$75,000**

COMMITTEES, BOARDS AND COMMISSIONS

Service Narrative

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

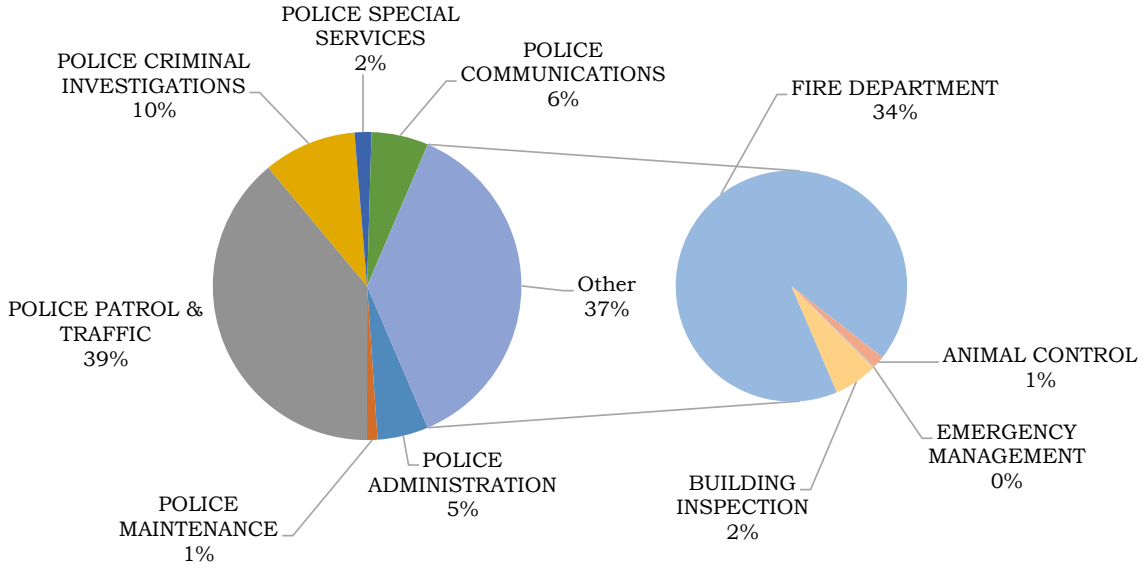
0011041 BOARDS AND COMMISSIONS

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

CITY OF BRISTOL, CONNECTICUT
2018-2019 BUDGET
GENERAL FUND EXPENDITURE SUMMARY FOR PUBLIC SAFETY

ORGCODE	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
0012110	POLICE ADMINISTRATION	$1,284,815	$1,324,545	$1,366,129	$1,596,320	$1,358,490
0012111	POLICE MAINTENANCE	243,146	275,130	284,474	283,870	278,870
0012112	POLICE PATROL & TRAFFIC	8,834,542	9,554,175	9,554,175	9,858,235	9,893,560
0012113	POLICE CRIMINAL INVESTIGATIONS	2,293,743	2,415,040	2,415,040	2,481,510	2,476,510
0012114	POLICE SPECIAL SERVICES	1,092,073	450,000	450,000	450,000	450,000
0012115	POLICE COMMUNICATIONS	1,455,013	1,473,615	1,780,738	1,516,305	1,516,305
0012211	FIRE DEPARTMENT	8,046,640	8,297,610	8,504,614	8,839,045	8,682,705
0012312	ANIMAL CONTROL	162,578	156,175	156,175	162,140	162,140
0012413	EMERGENCY MANAGEMENT	12,258	16,475	16,475	17,575	17,575
0012615	BUILDING INSPECTION	516,859	539,340	575,882	642,630	573,030
TOTAL PUBLIC SAFETY		**$23,941,667**	**$24,502,105**	**$25,103,702**	**$25,847,630**	**$25,409,185**

Public Safety Summary 2018-2019



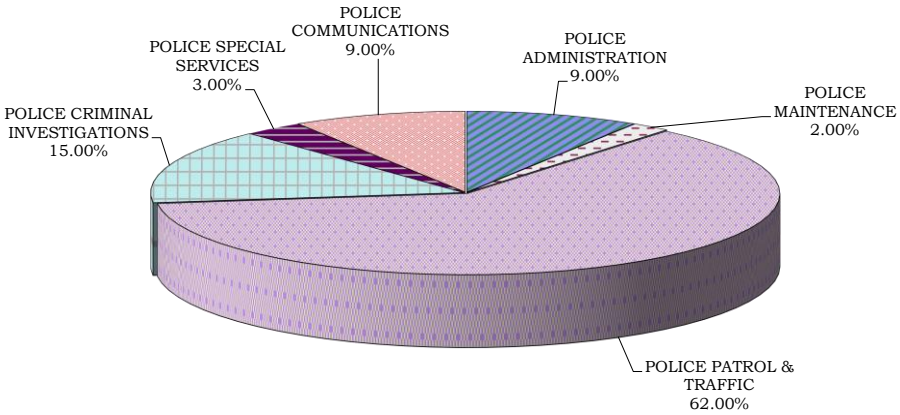
POLICE DEPARTMENT

Chief Brian Gould
131 North Main Street
860-584-3091
briangould@bristolct.gov

CITY OF BRISTOL, CONNECTICUT
2018-2019 BUDGET
GENERAL FUND EXPENDITURE SUMMARY FOR POLICE DEPARTMENT

ORGCODE	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
0012110	POLICE ADMINISTRATION	$1,284,815	$1,324,545	$1,366,129	$1,596,320	$1,358,490
0012111	POLICE MAINTENANCE	243,146	275,130	284,474	283,870	278,870
0012112	POLICE PATROL & TRAFFIC	8,834,542	9,554,175	9,554,175	9,858,235	9,893,560
0012113	POLICE CRIMINAL INVESTIGATIONS	2,293,743	2,415,040	2,415,040	2,481,510	2,476,510
0012114	POLICE SPECIAL SERVICES	1,092,073	450,000	450,000	450,000	450,000
0012115	POLICE COMMUNICATIONS	1,455,013	1,473,615	1,780,738	1,516,305	1,516,305
TOTAL POLICE DEPARTMENT		**$15,203,331**	**$15,492,505**	**$15,850,556**	**$16,186,240**	**$15,973,735**

POLICE DEPARTMENT SUMMARY 2018-2019



POLICE DEPARTMENT- ADMINISTRATION

Captain Thomas Calvello

Service Narrative:

The Police Department administration consists of a chief of police who is supported by two captains. Each captain is responsible for certain responsibilities within the department.

The administrative captain oversees the following:

- Community Relations & Internal Investigations - This includes administrative oversight of the school resource officers. This office also attends many community meetings to maintain relationships with the citizens we serve. All internal investigations are done within this office also.
- Training Division - This office is involved in the entry level police officer hiring process from the testing process through the academy basic training program. The Training Division then manages the field training program which all academy graduates are required to successfully complete. All officers receive ongoing training throughout their career all of which is coordinated through the Training Division office.
- Accreditation - Since 2014 the Bristol Police Department has been State of Connecticut Tier 1 accredited. The accreditation process requires the BPD to maintain hundreds of records to establish compliance and maintain accreditation status. The record collection, organization and maintenance is managed through this office.
- Records and IT - The four person record staff manages payroll, police reports, parking tickets, and freedom of information requests. The two person IT staff manages multiple software and hardware systems relied on by the 24/7 police and fire departments.

The patrol captain oversees the operations of the following:

- Patrol officers
- Traffic Division
- Public safety dispatchers
- Animal Control

Public Safety - (continued)

Fiscal Year 2018 Major Service Level Accomplishments

- Provided quality police services while maintaining fiscal oversight.
- Increased community interaction with the continuation of our Community Relations Division.
- Enhanced enforcement of motor vehicle laws and overall traffic safety.
- Successful collaboration with other City departments to ensure that public safety needs were met and addressed overall quality of life issues.
- Increased Mountain Bike Patrols.
- Added officers to the Police Motorcycle Unit.
- Neighborhood Watch Program.
- Re-Accredited Tier 1

Fiscal Year 2019 Major Service Level Goals

- Continue Mountain Bike Patrols in the downtown areas in spite of difficult economic times.
- Continue to increase Community Policing philosophy throughout all sectors of the Police Department.
- Continue efforts to increase community interaction in spite of difficult economic times. The department hopes to continue youth programs such as the Downtown Youth Basketball League, Roberto Clemente Baseball League, and Neighborhood Watch programs.
- Collaborate with the Bristol Board of Education concerning school safety initiatives.
- Enhance public safety by enforcement of motor vehicle laws and traffic safety. The Police Department recognizes the quality of life issues that are attached to issues such as serious traffic accidents, DUI, speeding, and road design.
- Attain Tier II Accreditation.
- Installation of traffic detection devices at intersections to improve traffic flow.
- As the downtown revitalization project continues to evolve, the Police Department will continue to work closely with other City departments to ensure public safety needs are met.

Long Terms Goals

- Regain and increase normal staffing levels to better serve the public and to reduce overtime expenditures.
- Continuation of the State Accreditation process.
- Maintain the highest level of public confidence in the department via consistent professional job performance by employees.

Police Department- Records Division & Technology Unit

Lieutenant Michael Duval

Service Narrative:

The Records Division maintains, disseminates and disposes of Bristol Police Department records. Various areas of responsibilities within the division include the following tasks related to police reports: processing, filing, and retrieval of reports, records retention and destruction, fulfilling subpoena requests and Freedom of Information requests pursuant to current FOI laws. Electronic and paper record files are updated based on court dispositions. Records Division staff responsibilities also include financial components such as payroll processing, burglar alarm accounting, billing and notice of violation mailings, parking ticket entry and accounting. Overdue alarm accounts are referred to Corporation Counsel. The staff also respond to walk-in requests for information, distribute pistol permits, and provide criminal background checks to those who request them for employment and housing purposes. The Records Division is also responsible for the collection of statistical crime data that is forwarded to the State of Connecticut's Uniform Crime Reporting program.

The court liaison officer enters court issued protective and restraining orders and released parolees into the in-house system on a daily basis. The officer processes arrest warrants, transmits case files among various courts, enters court issued arrest warrants into the NCIC and COLLECT systems and tracks warrants served by the police department. The court liaison officer also delivers requested materials to both adult and juvenile courts.

The Technology Unit is responsible for supporting, developing and updating technology throughout the police department. Areas of responsibility include the support and maintenance of Computer Aided Dispatch (CAD), Records Management Systems (RMS), maintaining video surveillance software and the card key access system. Installation and maintenance of computers, printers and other technology equipment is performed by the technology staff. The computer server room is monitored by staff and portable radios are maintained, programmed and sent for repair by the Technology Unit. The Body Worn Camera program is maintained by the unit. Staff also act as technology liaison between the Bristol Police Department and other City departments.

Fiscal Year 2018 Accomplishments

- Voice Over IP Telephone upgrade throughout Police Station.
- Update Mobile Computer Aided Dispatch (CAD) to web based version.
- Point of Sale updated.
- New server installation.
- Updated personal computers.
- Extended Wireless Access Point throughout Police Station.

Public Safety - (continued)

Fiscal Year 2019 Major Service Level Goals

- Card Key Access to schools.
- Update Body Worn Cameras to newest version.
- Full deployment of Mobile Data Terminals to vehicles.
- Access City Hall Surveillance.
- Update in-house cameras.

Long Term Goals

- Remain up to date with current software and hardware by monitoring emerging trends in the industry.

Performance Measures

Quantitative:

	2013	2014	2015	2016	2017
Murder	2	3	0	1	1
Rape	11	10	11	11	12
Robbery	45	35	41	23	25
Aggravated Assault	19	23	27	22	22
Burglary	310	336	231	184	145
Larceny	1,170	1091	874	660	752
Motor Vehicle Theft	99	89	122	110	127
Arson	6	6	0	0	6

Public Safety
Parking Tickets

	FY14	FY15	FY16	FY17	FY18
Tickets Issued	1,969	1,556	2,391	2,445	1,728
Amount Collected	$46,435	$39,380	$53,740	$58,270	$41,685

Arrest Warrant Report

	2013	2014	2015	2016	2017
Misdemeanors	220	272	507	492	507
Felonies	215	236	401	289	401
Total Warrants Served	435	508	908	781	908

Public Safety - (continued)

Alarm Collections

	FY14	FY15	FY16	FY17	FY18
Alarm Fines Collected	$20,285	$19,080	$17,195	$11,430	$15,555
Unpaid Fines	$6,750	$9,475	$16,045	$19,015	$16,045
Alarms Responded to	1,686	1,883	1,561	1,568	1,650

Expenditure and Position Summary

	2017 Actual	2018 Estimated	2019 Budget
Salary Expenditures	$781,490	$827,792	$829,210
Full time Positions	11	11	11

Public Safety - (continued)

Budget Highlights

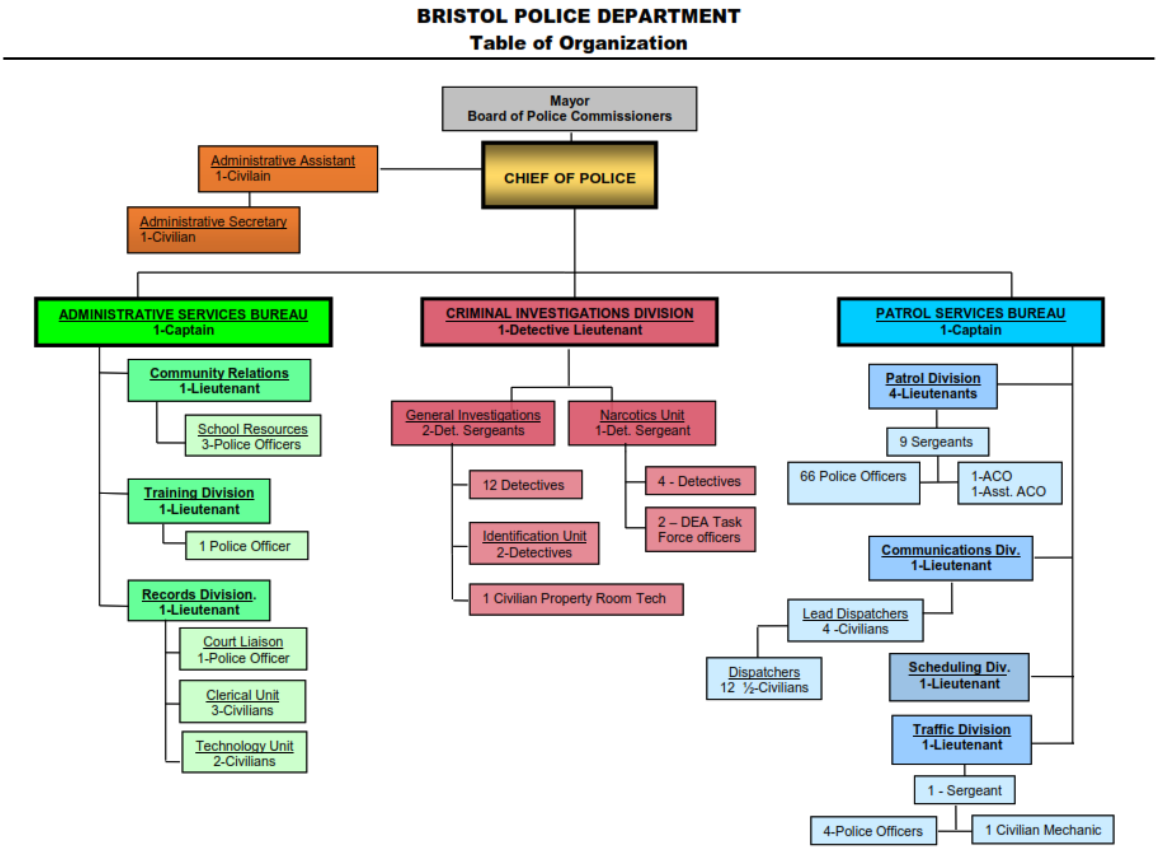
0012110 POLICE ADMINISTRATION

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	$769,901	$786,630	$814,383	$815,460	$815,460
515100		OVERTIME	9,252	9,000	9,650	10,000	10,000
517000		OTHER WAGES	2,337	3,750	3,759	3,750	3,750
		TOTAL SALARIES	**$781,490**	**$799,380**	**$827,792**	**$829,210**	**$829,210**
CONTRACTUAL SERVICES							
522100		CLOTHING ALLOWANCE- LOCAL 754	$128,842	$146,795	$146,795	$136,270	$136,270
522300		UNION CONTRACT RESPONSIBILITY	0	200	200	200	200
531000		PROFESSIONAL FEES AND SERVICES	27,303	33,710	34,210	35,535	35,535
531050		TEST FEES	0	1,750	1,750	1,750	1,750
541000		PUBLIC UTILITIES	23,684	25,000	25,000	26,000	26,000
542140		REFUSE	11	200	200	225	225
543000		REPAIRS AND MAINTENANCE	104,187	106,820	106,820	108,635	108,635
544400		RENTS AND LEASES	7,988	8,675	8,675	8,675	8,675
553000		TELEPHONE	30,312	28,000	28,000	30,000	30,000
553100		POSTAGE	2,871	2,700	2,700	3,000	3,000
554000		TRAVEL REIMBURSEMENT	0	100	100	100	100
555000		PRINTING AND BINDING	2,286	5,500	5,500	4,500	4,500
581120		CONFERENCES AND MEMBERSHIPS	5,349	6,160	6,160	6,160	6,160
581135		SCHOOL AND EDUCATION	76,845	66,960	66,960	66,960	66,960
		TOTAL CONTRACTUAL SERVICES	**$409,679**	**$432,570**	**$433,070**	**$428,010**	**$428,010**
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	$74,206	$86,295	$86,770	$95,270	$95,270
569000		OFFICE SUPPLIES	5,812	6,300	6,300	6,000	6,000
		TOTAL SUPPLIES AND MATERIALS	**$80,018**	**$92,595**	**$93,070**	**$101,270**	**$101,270**
CAPITAL OUTLAY							
570400	16049	MACH EQUIP	$9,654	$0	$0	$0	$0
570900	13043	KEY SYSTEM	3974	0	12,197	0	0
579999		EQUIPMENT	0	0	0	237,830	0
		TOTAL CAPITAL OUTLAY	**$13,628**	**$0**	**$12,197**	**$237,830**	**$0**
		TOTAL POLICE ADMINISTRATION	**$1,284,815**	**$1,324,545**	**$1,366,129**	**$1,596,320**	**$1,358,490**

Board of Police Commissioners	**Term Expires**
Chairman Ellen Zoppo-Sassu, Mayor	11/2019
Tony D'Amato	12/2018
Eric Schwab	12/2018
David Maikowski	12/2018
Terry Lewis	12/2020
Josh Medeiros, Council Member	11/2019
Kevin Fuller	12/2019
Board of Finance Liaison	
Cheryl Thibeault	06/2021

Public Safety - (continued)

Organizational Chart



POLICE DEPARTMENT- MAINTENANCE

Service Narrative

The Traffic Maintenance Unit is staffed with one full time civilian. Duties include repair and preventive maintenance to police vehicles, repair and replace regulatory signage throughout the city, and minor repairs to traffic control signals. The unit also assists with street closures during special events such as parades, road races, and car shows.

Fiscal Year 2018 Major Service Level Accomplishments

- Installed vehicle detection cameras at all local signalized intersections.

Fiscal Year 2019 Major Service Goals

- To ensure public safety, continue to maintain traffic control signals and signs throughout the city.

Long Term Goals

- Replace aging equipment in traffic control boxes.
- Obtain easy mountable portable speed signs to replace speed trailer.

Expenditure and Position Summary

	2017 Actual	2018 Estimated	2019 Budget
Salary Expenditures	$38,678	$63,920	$62,870
Full time Positions	1	1	1

Budget Highlights

0012111 POLICE MAINTENANCE

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	$29,522	$50,880	$55,037	$53,620	$53,620
515100		OVERTIME	8,180	7,000	7,633	8,000	8,000
517000		OTHER WAGES	976	1,250	1,250	1,250	1,250
		TOTAL SALARIES	**$38,678**	**$59,130**	**$63,920**	**$62,870**	**$62,870**
CONTRACTUAL SERVICES							
543100		MOTOR VEHICLE SERVICE AND REPAIRS	$56,253	$40,000	$40,000	$60,000	$60,000
		TOTAL CONTRACTUAL SERVICES	**$56,253**	**$40,000**	**$40,000**	**$60,000**	**$60,000**
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES	$7,566	$10,000	$10,000	$12,000	$12,000
562600		MOTOR FUELS	114,680	130,000	130,000	130,000	125,000
563000		MOTOR VEHICLE SERVICE	9,906	15,000	19,554	0	0
563100		TIRES, TUBES, CHAINS, ETC	16,063	21,000	21,000	19,000	19,000
		TOTAL SUPPLIES AND MATERIALS	**$148,215**	**$176,000**	**$180,554**	**$161,000**	**$156,000**
		TOTAL POLICE MAINTENANCE	**$243,146**	**$275,130**	**$284,474**	**$283,870**	**$278,870**

POLICE DEPARTMENT- PATROL & TRAFFIC

Captain Edward Spyros

Service Narrative

The Patrol Division is the largest division within the Police Department and is responsible for all uniformed patrol activities within the City of Bristol. The majority of officers are assigned to the Patrol Division, including lieutenants, sergeants and patrol officers. This division is fully staffed around the clock.

The basic Patrol Division duties and responsibilities are:

- To deter crime and arrest criminal offenders.
- To protect and serve the community.
- To keep peace.
- To provide round-the-clock patrols of the city.
- To be first responders to calls for service.
- To enforce criminal laws, city ordinances and motor vehicle laws.
- To provide assistance, information or referrals if needed.
- To represent a positive and professional image of the City of Bristol.
- To promote trust, cooperation and respect for the Bristol Police Department within the community.
- To conduct preliminary investigations at accidents and crime scenes.

The Patrol Division is directly responsible for the day-to-day services provided to citizens within the 27 square miles of Bristol. The officers enforce all local ordinances and state laws involving motor vehicle violations and criminal offenses. Public safety is the foremost responsibility of the Bristol Police Department's Patrol Division. The Patrol Division is the most visible to the public as they respond to a wide variety of complaints. On average, the Police Department responds to over 50,000 calls for service each year.

One of the most frequent calls for service is a medical emergency. All officers are trained as Emergency Medical Responders (EMR). Medical equipment includes oxygen and Automatic External Defibrillators (AED). Many officers are assigned to "directed patrols" in various areas of the city. These can include anything from traffic enforcement to monitoring the activities of drug offenders. In addition to directed patrols, officers can be assigned to a cruiser, foot patrol, bike patrol or the motorcycle unit to monitor their area of the city. Special police units are also assigned to assist the Patrol Division. These include Code Enforcement, Canine (K9), Central Region Emergency Response Team (CRERT) and the Serious Traffic Accident Reconstruction Team (START).

Public Safety - (continued)

The officers of the Bristol Police Department's Patrol Division are the first line of defense in the fight against crime. Their professionalism and diligence helps to improve the quality of life in the city.

The Traffic Division falls under the Patrol Services Bureau and plays a major role in the operation of the Police Department. Six (6) full time police officers are assigned to this division. The goal of the Traffic Division is to reduce traffic crashes and injuries throughout the city. While proactive police enforcement is a tool for helping to achieve this goal, voluntary compliance from the public is the ultimate goal.

The basic Traffic Division duties and responsibilities include:

- Supervise the motorcycle unit.
- To perform daily traffic law enforcement duties by conducting visible radar enforcement singularly or in conjunction with Patrol Division.
- To identify traffic safety issues in local neighborhoods and serve as the Legal Traffic Authority within the City.
- Recommend traffic improvements that enhance safety for motorists and pedestrians.
- To coordinate public awareness campaigns and educational programs in conjunction with our state and federal partners.
- Utilize the speed trailer as a traffic-calming device and review the data.
- Develop traffic plans for special events.
- To conduct periodic inspections of roadways which have a high accident frequency to facilitate safety improvements.
- Maintain and replace regulatory signs as needed.
- Maintain and certify certain traffic equipment.
- To perform other duties related to the department's traffic safety programs as required by the Chief of Police, including but not limited to researching grant opportunities and technology to enhance traffic safety in the community.

Traffic officers receive advanced training in areas such as accident investigation, reconstruction, DWI enforcement, photography, and installing child car seats. Computerized equipment is used to reconstruct accident scenes and plot accident diagrams. The Serious Traffic Accident Reconstruction Team (START) is a unit within the Traffic Division. Members of this unit respond to crashes where a serious injury or fatality has occurred.

Fiscal Year 2018 Major Service Level Accomplishments

- Effective deployment of available resources.
- Identified and maintained optimal response times for high priority calls for service.
- Identified crime trends and target locations with heavy demand for service in an effort to prevent/deter future crime, i.e. Rockwell Park, West End, Bicycle Patrols.
- Served numerous arrest warrants and worked with other law enforcement agencies.
- Built and grew relationships with the community of Bristol through the Community Relations Division.
- Ensured that investigations/arrests resulted in criminal prosecutions wherever possible working with other Law Enforcement Agencies as well as the State's Attorney's Office.

Public Safety - (continued)

- Obtained grant funding for Driving Under the Influence (DUI) enforcement.
- Participated in "Click It or Ticket" seatbelt enforcement.
- Obtained grant funding for cell phone and texting enforcement.
- Continued sponsorship of Bristol Police Explorer Scouts.

Fiscal Year 2019 Major Service Goals

- Continue to enhance the safety of our community.
- Increase staffing to full authorized level.
- Continue to promote a proactive, innovative and efficient organization.
- Enhance our community and stakeholder partnerships.
- Obtain grant funding to assist in furthering the Department's mission.

Long Term Goals

- Protect and serve the community with integrity and professionalism.
- Increase staffing levels and ensure efficient deployment commensurate with responsibilities within the City of Bristol.
- Maintain communication and a positive image with community groups and the public.
- Re-evaluate and continue to improve upon major service goals and accomplishments.

Performance Measures

Quantitative:

Accident and Motor Vehicle Enforcement	**2014**	**2015**	**2016**	**2017**
Accident Reports	1,869	1,901	1,843	1,914
Property Damage Accidents	1,506	1,455	1,414	1,507
Injury Accidents	362	411	424	401
Fatal Accidents	1	5	5	5
Arrests Motor Vehicle	1,742	3,208	3,137	2,539
Written Warnings	3,548	3,189	2,649	2,249

Public Safety - (continued)

Expenditure and Position Summary

	2017 Actual	2018 Estimated	2019 Budget
Salary Expenditures	$8,834,542	$9,554,175	$9,893,560
Full time Positions	96	95	96

Budget Highlights

0012112 POLICE PATROL & TRAFFIC

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	$6,777,780	$7,384,175	$7,384,175	$7,628,560	$7,713,560
515100		OVERTIME	1,432,066	1,450,000	1,450,000	1,489,875	1,470,000
517000		OTHER WAGES	624,695	720,000	720,000	739,800	710,000
		TOTAL SALARIES	**$8,834,542**	**$9,554,175**	**$9,554,175**	**$9,858,235**	**$9,893,560**
		TOTAL POLICE PATROL & TRAFFIC	**$8,834,542**	**$9,554,175**	**$9,554,175**	**$9,858,235**	**$9,893,560**

POLICE DEPARTMENT- CRIMINAL INVESTIGATION

Detective Lieutenant Kevin Morrell

Service Narrative:

The Criminal Investigation Division (CID) is comprised of 18 detectives, 3 detective sergeants and 1 detective lieutenant, who is the commander of the Division. In addition there is 1 civilian assigned to CID as the evidence and property technician. CID is divided into 4 different units: General Investigations, Cyber Crime Unit (CCU), Narcotics Enforcement Team (NET), and Evidence Collection Unit (ECU). The main function of CID is to provide investigative assistance on cases that cannot be fully investigated by the uniformed patrol officer. This allows the patrol officer to return to regular duties and community policing initiatives sooner while enhancing the quality of the investigations. Detectives assigned to CID have received specialized training in specific areas of criminal investigation. CID investigations include burglaries, robberies, serious assaults, sexual assaults, untimely or suspicious deaths, murders, arsons, computer crimes, vice and illegal drug activity.

Fiscal Year 2018 Major Service Level Accomplishments

- Improvements continue to be made to the Evidence and Property Room. The civilian hired to manage this area has done a great job and continues to work closely with the courts to return property to its owners and disposing of other property as ordered by the courts. The once over crowed vault is now neat and organized.
- New temporary evidence and storage lockers were purchased and installed. These new lockers not only provide a neat and professional appearance but enhance the security of property taken in. Their modern pass-thru design allows the evidence technician to open them from in the vault and remove the property.
- Due to changes in the City Ordinance the Detective Division has taken over the responsibility of issuing all peddlers, solicitors, and canvassers permits in the City
- At the end of 2017 the State Legislature changed the law concerning bingo, bazaar, and raffle permits and licensing. The responsibility for issuing the permits and licenses was removed from the Department of Consumer Protection and shifted to the local municipality on January 1, 2018. The Detective Division was tasked with this responsibility. Though this was an unforeseen mandate with a steep learning curve, the Detective Division has successfully accomplished this task.

Public Safety - (continued)

Fiscal Year 2019 Major Service Level Goals

- To work with other local, state and federal agencies to reduce the number of heroin/fentanyl overdose deaths in the city.
- As the next phase to revamp the property/evidence room we will purchase and install a new air filtration system in the evidence vault.
- Expand the number of detectives to be trained in Crime Scene Processing.

Long Term Goals

- To increase the staffing levels in CID. With the increasing number of complex investigations more detectives are needed to meet the needs of the community.
- Create at least one new civilian position to process pistol permit, peddlers, solicitors and canvasser's permits. This person could also take over the bingo, raffle and bazaar permits. This will allow us to further streamline the process while allowing us to reassign a detective to focus on criminal investigation.
- To create a Crime Suppression/Vice Unit to work in conjunction with NET. This new unit would take volunteers from the Patrol Force to work with NET and be supervised by the detective sergeant assigned to NET.
- To create a crime scene processing team to include patrol officers and detectives with an interest and aptitude for this type of work. The selected volunteers for this team will receive advanced training in this area. They will be utilized to process the more complicated crime scenes. The team concept will provide a wider pool of investigators to be called in to process scenes. We will strive to achieve the training and expertise to process all major crime scenes and no longer have to rely on an outside agency.
- To provide additional training to detectives so that they can become specialists in specific areas of investigation such as Child Sexual Assault, Sexual Assault, Financial Crimes, Identity Theft and Arson.

Expenditure and Position Summary

	2017 Actual	2018 Estimated	2019 Budget
Salary Expenditures	$2,293,743	$2,415,040	$2,476,510
Full time Positions	22	22	22

Budget Highlights

0012113 POLICE CRIMINAL INVESTIGATIONS

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	$1,689,050	$1,810,040	$1,810,040	$1,859,820	$1,859,820
515100		OVERTIME	441,752	425,000	425,000	436,690	436,690
517000		OTHER WAGES	162,941	180,000	180,000	185,000	180,000
		TOTAL SALARIES	**$2,293,743**	**$2,415,040**	**$2,415,040**	**$2,481,510**	**$2,476,510**
		TOTAL POLICE CRIMINAL INVESTIGATIONS	**$2,293,743**	**$2,415,040**	**$2,415,040**	**$2,481,510**	**$2,476,510**

POLICE DEPARTMENT- SPECIAL SERVICES

Service Narrative:

The Police Department Special Services account facilitates activities outside the normal routine patrol and criminal investigations. It was established to account for private vendors who hire police officers to perform various activities such as directing traffic at road construction sites and assisting at community functions such as parades, carnivals, and bazaars.

The costs of all services performed under the Special Services Account are reimbursed to the City along with a 15% surcharge.

The revenues received exceed the costs associated with the services provided. The revenue side can be found within the "Budgetary Summaries" tab.

Budget Highlights

0012114 POLICE SPECIAL SERVICES

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
515118		POLICE SPECIAL SERVICES	$1,092,073	$450,000	$450,000	$450,000	$450,000
		TOTAL SALARIES	**$1,092,073**	**$450,000**	**$450,000**	**$450,000**	**$450,000**
		TOTAL POLICE SPECIAL SERVICES	**$1,092,073**	**$450,000**	**$450,000**	**$450,000**	**$450,000**

POLICE DEPARTMENT- COMMUNICATIONS

Lieutenant Mark Morello

Service Narrative

The basic function of the Bristol Police Department Communications Division is to answer calls for service from the public or sworn personnel, dispatch the appropriate resources, and satisfy the immediate information needs of emergency service personnel while they carry out their duties.

Fiscal Year 2018 Major Service Level Accomplishments

- Completely updated the communications center as part of the radio project.
- Completed the citywide public safety radio system replacement project.

Fiscal Year 2019 Major Service Level Goals

- Maintain full staffing.
- Renovate the dispatch kitchenette.

Long Term Goals

Maintain an Emergency Medical Dispatch quality assurance compliance rating of 90% or better for each telecommunicator.

Expenditure and Position Summary

	2017 Actual	2018 Estimated	2019 Budget
Salary Expenditures	$1,201,864	$1,304,775	$1,357,730
Full time Positions	17.5	17.5	17.5

Public Safety - (continued)

Performance Measures

	2013	2014	2015	2016	2017
Number of 911 Calls	24,315	24,404	26,609	23,860	24,962
Calls for Service	58,409	61,860	59,746	52,447	50,284

Budget Highlights

0012115 POLICE COMMUNICATIONS

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	$858,494	$912,570	$998,818	$1,013,105	$1,013,105
515100		OVERTIME	249,206	190,000	206,875	245,000	245,000
515200		PART TIME	18,681	21,145	24,082	23,625	23,625
517000		OTHER WAGES	75,484	75,000	75,000	76,000	76,000
		TOTAL SALARIES	**$1,201,864**	**$1,198,715**	**$1,304,775**	**$1,357,730**	**$1,357,730**
CONTRACTUAL SERVICES							
522100		CLOTHING ALLOWANCE	$4,493	$5,780	$5,780	$5,780	$5,780
531000		PROFESSIONAL FEES	408	800	800	100	100
531140		TRAINING	6,943	5,145	21,724	5,205	5,205
541000		PUBLIC UTILITIES	14,181	17,000	17,000	18,000	18,000
543000		REPAIRS AND MAINTENANCE	178,812	205,705	214,776	90,610	90,610
553000		TELEPHONE	4,594	5,000	5,000	5,000	5,000
554000		TRAVEL REIMBURSEMENT	1,028	500	500	500	500
555000		PRINTING AND BINDING	35	150	150	125	125
562300		GENERATOR FUEL	1,223	1,250	1,250	1,250	1,250
570920		CAPITAL	40,022	31,685	207,098	30,620	30,620
581120		CONFERENCES AND MEMBERSHIPS	177	385	385	385	385
		TOTAL CONTRACTUAL SERVICES	**$251,916**	**$273,400**	**$474,463**	**$157,575**	**$157,575**
SUPPLIES							
561800		PROGRAM SUPPLIES	$0	$500	$500	$0	$0
569000		OFFICE SUPPLIES	1,232	1,000	1,000	1,000	1,000
		TOTAL SUPPLIES	**$1,232**	**$1,500**	**$1,500**	**$1,000**	**$1,000**
		TOTAL POLICE COMMUNICATIONS	**$1,455,013**	**$1,473,615**	**$1,780,738**	**$1,516,305**	**$1,516,305**

FIRE DEPARTMENT

Chief Jay Kolakoski
Office: (860) 584-7964
181 North Main Street
jaykolakoski@bristolct.gov

Bristol Fire Department Mission Statement:

"To deliver highly professional fire, rescue and lifesaving services to the City of Bristol in a courteous and respectful manner with pride and integrity."

Service Narrative

The Bristol Fire Department has had the honor and privilege of providing fire and rescue services to the City of Bristol for over 165 years. The firefighters and staff are dedicated to providing the highest level of services to the City, its citizens and visitors in the most efficient manner by using the most current practices of emergency service delivery. This is accomplished by attending advanced training and through the use of state-of-the-art equipment. Much of the training is accomplished by the firefighters while they are off duty, or by using their vacation time. This is just one example of the dedication that the Fire Department and its members has for the community.

The Fire Department serves the community from five strategically located fire stations, housing five engine companies and one ladder company. Eighty fire suppression personnel are assigned to four platoons to maintain a shift strength of 20 firefighters, including officers and a shift commander. These line personnel respond to all calls for service, both emergency and non-emergency. Calls for service can be as simple as a smoldering mulch pile, or as complex as a structure fire in a multiple-family residence with people trapped inside. There are many other types of incidents that the Fire Department responds to including technical rescues involving high-angle rope scenarios, confined space incidents and vehicle/machinery extrications. Firefighters also respond to service calls from citizens involving non-emergency situations. For example, water leaks, CO incidents, and electrical problems are just some of the less urgent calls for service that the Department responds to.

Staff personnel are assigned to the Fire Prevention, Training, and Mechanical Divisions as well as to Administration. The overall operation of the Department is administered by the fire chief with the aid of an administrative assistant. Responsibilities include budget preparation, program development, and oversight of subordinate divisions. The Fire Prevention Division is led by the fire prevention officer and staffed by three fire investigators along with a part-time principle clerk. The Training Division, located at Station 4, is overseen by the drill master whose responsibility includes the maintenance of the personnel skills and certifications, as well as ensuring the completion of mandated training and new training development. The Fire Equipment Technician oversees the Mechanical Division and is responsible for overall maintenance and repairs to all (24) vehicles, emergency equipment, and dozens of pieces of other service related equipment.

The Bristol Fire Department consists of six companies located as follows:

Tower 1 - 181 North Main Street
Engine Co. 1 - 181 North Main Street
Engine Co. 2 - 151 Hill Street
Engine Co. 3 - 81 Church Avenue, Forestville
Engine Co. 4 - 17 Vincent P. Kelly Road
Engine Co. 5 - 285 Mix Street

Public Safety - (continued)

The Bristol Fire Department also operates the following reserve apparatus:
Engine 6 Engine 7 Engine 8 Tower 2

The following support vehicles are used by the Fire Department:

Fire 1 -	Chief	Fire 7	-	Fire Inspector
Fire 2 -	Deputy Chief	Service 1	-	Mechanical Division
Fire 3 -	Fire Marshal	Brush 1	-	Brush Truck
Fire 5 -	Fire Inspector	Training 1	-	Drill Master/Training Officer
Fire 6 -	Fire Inspector			

Fiscal Year 2018 Major Service Level Accomplishments

- Class A burn facility became fully operational.
- Funding secured for new aerial apparatus.
- Successfully obtained grant funding for E-draulic rescue tools.
- Continuation of the free smoke detector installation program.
- Continued to improve health and wellness efforts through a number of initiatives.
- Accelerated the 5-year replacement program for personal protection equipment.
- Introduced an orientation and training program for new officers.
- More robust mutual aid relationships established.

Fiscal Year 2019 Major Service Level Goals

- Continue to pursue station renovations and associated funding.
- Continue to develop a more aggressive cancer prevention program.
- Establish a suggested career development path for personnel.
- Establish a formal mentoring program for new firefighters.
- Obtain federal funding for on-site contract classes through the CFA.

Long Term Goals

- Establish a health and wellness initiative that aligns with the International Association of Fire Fighters/International Association of Fire Chiefs Wellness Fitness Initiative.
- Begin operation as supplemental medical first responder.

Public Safety - (continued)

Training Division

Service Narrative

The Bristol Fire Department and the City of Bristol have made a serious commitment to training for the future with the construction of a new training classroom at station 4 and the construction of a new class A burn facility. This new live burn facility and training tower is equipped with two class A burn rooms on different floors, various movable wall panels, confined space training prop, roof cutout prop, bail out prop and 3 story training tower. These features will allow for a number of different configurations for live fire training and many other fire service related evolutions. These new facilities will allow the Bristol Fire Department to offer the most realistic training and continue to do so in the future as the Department places a high priority on training. Community outreach and safety training was delivered to a number of businesses and agencies. Classes in fire extinguisher operation and CPR were presented.

Some of the training classes covered include:

- Facepiece fit testing
- Blood borne pathogens refresher
- Confined space rescue
- Lock out/tag out procedures
- Ice rescue/cold water rescue
- Firefighter safety and survival drill
- Mayday procedures
- SCBA drills
- Facility tours of ESPN, Water Department, Board of Ed., etc.
- Hose advancement
- Pumping drills
- Driver qualification program
- Emergency bail outs
- CP-17 command vehicle driver check off
- Live burn training
- Forcible entry training, breeching concrete
- Vehicle extrication
- Vehicle stabilization
- Extinguisher demonstration
- Drafting/static water supply, pump testing
- Incident command refresher
- Emergency bailouts with the F-4 descent device
- Annual driver/operator checkoff
- New Fire Officer orientation/training program

Fire Prevention Division/Fire Marshal's Office

"The Bristol Fire Marshal's Office is committed to protecting the lives and property of our citizens and visitors through effective fire prevention, investigation, and public education and safety inspection programs."

Service Narrative

The Fire Prevention Division/Fire Marshal's Office is located at Central Fire Headquarters. Staff members include the fire marshal and three fire inspectors, trained and certified by the State of Connecticut as fire inspectors and fire investigators, and a part-time principal clerk. The division is a local extension of the State Fire Marshal's office, responsible for the enforcement of many of the sections found in Title 29 Chapter 541 of the Connecticut General Statutes (CGS).

There are numerous codes endorsed under the provision of these statutes, including the Connecticut State Fire Safety Code (CSFSC) and the Connecticut State Fire Prevention Code (CSFPC). The codes cover all occupancies except one and two-family dwellings and premises used for manufacturing. Utilizing a systematic review of building plans and specifications, a detailed inspection and abatement process, and permitting, we guide property owners through the process and enable them to achieve compliance with the state regulated codes.

The division is governed by a prescribed inspection schedule contained within the CGS and local ordinances. A few examples of permitted spaces or occupancies include assembly areas, especially those serving alcoholic beverages; educational facilities; health care occupancies, including residential board and care; group homes; and day-care/summer camp facilities. Permits are also issued for the storage and use of flammable or combustible liquids and gases within the city limits. The division records and maintains case files relevant to the properties under our jurisdiction for the life of the building, regardless of any occupancy change.

We regulate the issuance of permits to qualified license holders for the use, transportation, and storage of explosives within the city to assure compliance with State Explosives Regulations. We also conduct site inspections of all fireworks and special effects displays within the city for compliance with applicable state legislation, and make the determination of the amount of fire protection needed to be on site during a

Public Safety - (continued)

public display. The use of larger tents and other portable structures for special events are regulated through the Connecticut State Fire Safety Code (CSFSC), and are within our authority.

In addition, the office is responsible for investigating the origin, cause, and circumstance of all fires and explosions within the jurisdiction, as required by the Office of the State Fire Marshal. The process includes collecting and analyzing data at the scene and interpreting those findings in an organized and constructive manner in order to prevent future occurrences. We commonly work with local, state, and private authorities as necessary to evaluate and validate those findings.

The Division coordinates and conducts Public Fire and Life Safety Education programs to at-risk or target groups, in particular school age children, at least annually or as requested by civic or community groups for older adults. Promotional material, including flyers, pamphlets, and novelty items are used to reinforce the safety messages being delivered. The "Hap" Barnes Fire Safety Trailer, which is used as an interactive learning center for children to visualize and "practice" what they have learned during the programs, is made available in the spring and autumn seasons for three week periods.

The Fire Marshal's Office has initiated a Smoke Alarm/Carbon Monoxide Alarm Installation and Education Program that will run through August of 2018. The impetus for this program derives from the recommendations made in the 2014 Community Risk Assessment for Bristol Fire Operations. The department received a grant through the Federal Emergency Management Agency to pay for the purchase of the ten-year battery life devices. The program is open to all Bristol residents inhabiting single and two-family homes, built or renovated prior to 1986, when wired devices were statutorily required.

The staff of the Fire Marshal's Office are required to attend schools, seminars, lectures, and training opportunities sponsored by the Connecticut State Fire Academy (CSFA) and /or the Department of Administrative Services (DAS) Office of Education and Data Management (OEDM). This educational commitment allows us to keep abreast of any code changes, updated regulations, policies, or procedures, and the use of available technology to remain accredited and certified by the State Fire Marshal as Fire Inspectors and Fire Investigators.

Other duties include the administration and retention of required documentation regarding manufacturing employer hazardous materials notification, in accordance with SARA-Tier II reporting. The collection and revision of reportable quantities of stored chemicals within the city are updated annually with the cooperation of our local business owners.

Mechanical Division

The mission of the Mechanical Division is to proactively hold the entire fleet of the Bristol Fire Departments emergency apparatus in a constant state of readiness through a regular preventative maintenance schedule, and professionally maintain and service all vehicles and equipment.

Listed below is just some of the equipment that is maintained through the Mechanical Division:

- The motorized fleet consists of 8 class A pumpers, 2 100' tower ladders, 11 staff/support vehicles, and 1 hazardous-materials trailer. All vehicles are annually serviced and inspected, along with monthly brake inspections.
- Small emergency equipment consists of 5 complete sets of gasoline powered "Jaws of Life" systems, 18 chainsaws, roof ventilation saws, and generators.
- The lawn care equipment consists of 41 lawn mowers, string trimmers, leaf blowers, snow blowers, etc.
- 25 gas detection meters including multi-gas detection and gas specific meters, all which require calibration
- Water mitigation equipment consists of approximately 27 gasoline centrifugal pumps, electrical sump style pumps, and back pack suction pumps.
- S.C.B.A. equipment consists of 48 air packs, 4 escape packs, 2 R.I.T. packs, 1 mobile air supply cart, 2 pack trackers and all related face pieces. We also retained 13 of the old style air packs and cylinders, which are assigned to the Training Division. Those packs are also flow-tested annually.

Listed below are items that fall under the regulations of NFPA, and tested on their required timelines. They are scheduled, documented, and tracked through the Mechanical Division:

- Annual aerial and ground ladder testing by third party.
- Quarterly air analysis and system check for SCBA filling compressor by third party.
- Annual fire pump testing by a third party.
- Annual fire hose testing done in house.
- Annual SCBA air pack flow testing.
- 5 year hydro-static flow testing for SCBA cylinders.

Public Safety - (continued)

Performance Measures

Quantitative:

BRISTOL FIRE DEPARTMENT ACTIVITY REPORT

ACTIVITY	2013	2014	2015	2016	2017
Structure Fires	125	59	124	124	112
Highway Vehicle Fires	21	20	17	27	17
Outside of Structure Fires	16	17	20	12	4
Brush/Grass/Wild Land Fires	17	14	52	60	38
Rubbish/Dumpster Fires	26	25	23	31	33
All Other Fires	5	7	5	12	0
Rescue/EMS Response	46	88	182	362	350
False Alarms	414	423	400	471	466
Mutual Aid	2	1	0	6	4
Hazardous Materials Response	132	138	185	144	128
Other Hazardous Conditions	540	506	538	409	452
All Other Responses	723	792	813	723	701
TOTAL	**2,067**	**2,090**	**2,359**	**2,381**	**2305**

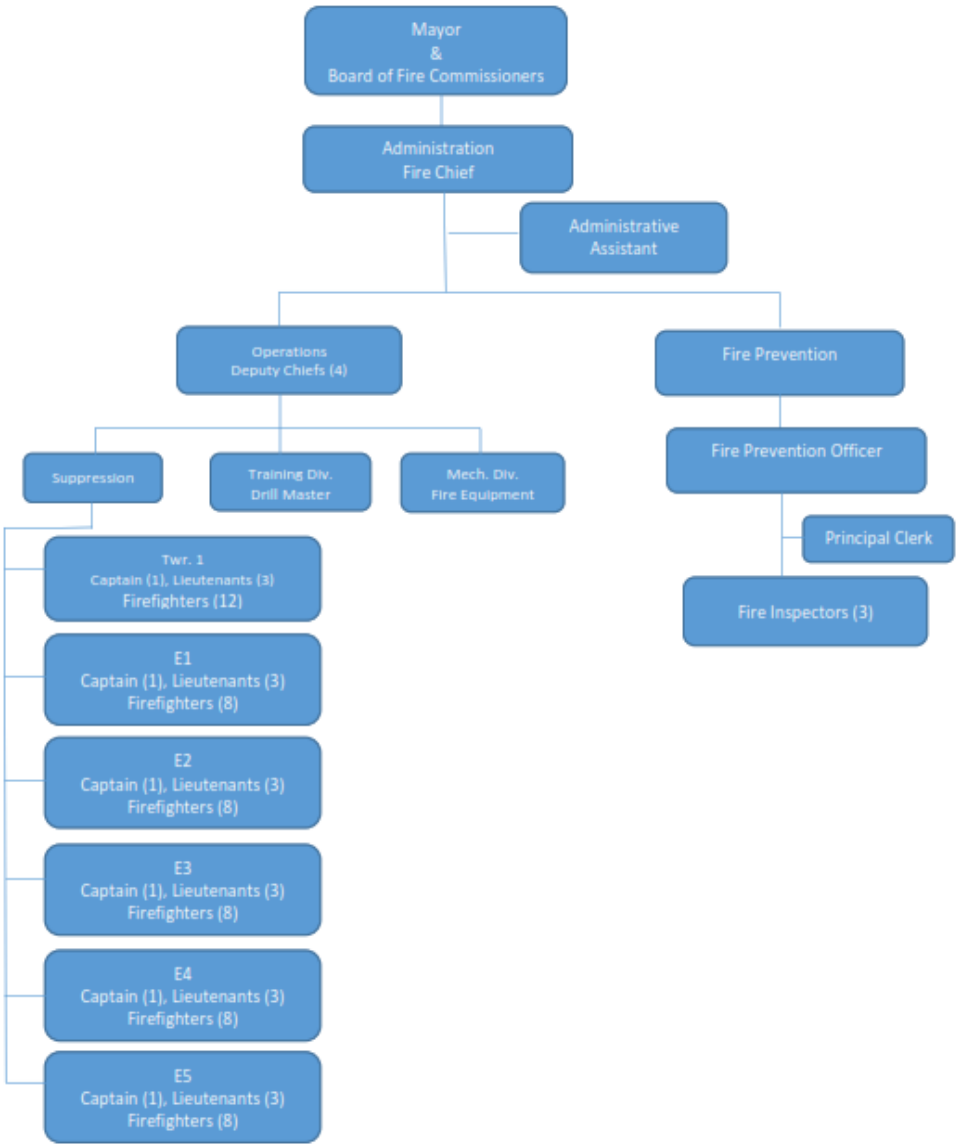
Expenditure and Position Summary

	2017 Actual	2018 Estimated	2019 Budget
Salary Expenditures	$7,652,928	$8,013,657	$8,182,890
Full Time Positions	88	88	88

Public Safety - (continued)

Board of Fire Commissioners:	**Expiration of Term:**
Mayor Ellen Zoppo-Sassu, Chairperson	11/2019
Sara Mangiafico	01/2020
David Preleski	11/2019
Donald G. Goranson, Jr.	01/2021
Dana Jandreau	01/2019
Anthony Benvenuto	01/2021
Sean Moore	01/2019

Organizational Chart



Public Safety - (continued)

Budget Highlights

0012211 FIRE DEPARTMENT

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	$5,893,650	$5,975,345	$6,134,330	$6,313,905	$6,313,905
515100		OVERTIME	1,322,419	1,390,000	1,428,225	1,468,665	1,398,665
515200		PART TIME	17,395	18,495	20,282	20,320	20,320
517000		OTHER WAGES	419,464	430,315	430,820	453,720	450,000
		TOTAL SALARIES	**$7,652,928**	**$7,814,155**	**$8,013,657**	**$8,256,610**	**$8,182,890**
CONTRACTUAL SERVICES							
522300		UNION CONTRACT RESPONSIBILITIES	$0	$400	$400	$400	$400
531000		PROFESSIONAL FEES AND SERVICES	20,847	34,200	34,200	50,000	50,000
541000		PUBLIC UTILITIES	41,741	41,120	41,120	42,120	42,120
541100		WATER AND SEWER CHARGES	7,161	6,600	6,600	7,100	7,100
542140		REFUSE	245	250	250	250	250
542500		LAUNDRY AND LINEN	1,653	1,900	1,900	1,900	1,900
543000		REPAIRS AND MAINTENANCE	37,318	43,000	40,000	43,000	43,000
543100		MOTOR VEHICLE SERVICE AND REPAIR	39,381	63,000	63,000	63,000	60,000
553000		TELEPHONE	7,283	10,900	10,900	9,000	9,000
553100		POSTAGE	951	1,500	1,500	1,500	1,500
554000		TRAVEL REIMBURSEMENT	100	100	100	100	100
555000		PRINTING AND BINDING	1,023	1,500	1,500	1,500	1,500
581120		CONFERENCES AND MEMBERSHIPS	1,334	3,300	3,300	3,300	3,300
581135		SCHOOLING AND EDUCATION	15,566	25,000	25,000	25,000	23,000
		TOTAL CONTRACTUAL SERVICES	**$174,604**	**$232,770**	**$229,770**	**$248,170**	**$243,170**
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES AND MATERIALS	$6,950	$7,000	$7,000	$7,000	$7,000
561800		PROGRAM SUPPLIES	70,022	91,945	98,399	93,445	93,445
561805		FIRE PREVENTION DIVISION	6,051	6,500	6,500	6,500	6,500
561806		TRAINING DIVISION	4,986	6,500	6,500	6,500	6,500
561807		MECHANICAL DIVISION	1,880	2,000	2,000	2,000	2,000
562100		HEATING OIL	14,267	15,000	15,000	9,000	9,000
562200		NATURAL GAS	14,933	19,500	19,500	25,500	25,500
562300		GENERATOR FUEL	0	2,000	2,000	2,000	2,000
562600		MOTOR FUELS	25,085	24,100	24,100	25,500	25,500
563000		MOTOR VEHICLE PARTS	9,638	11,000	11,000	11,000	11,000
563100		TIRES	9,484	9,000	9,000	9,000	9,000
569000		OFFICE SUPPLIES	1,412	1,600	1,600	1,600	1,600
		TOTAL SUPPLIES AND MATERIALS	**$164,710**	**$196,145**	**$202,599**	**$199,045**	**$199,045**
CAPITAL OUTLAY							
570410		SCBA REPLACEMENT	$0	$6,240	$6,240	$7,100	$7,100
570900	16013	CODEBOOK	1,970	0	0	0	0
570902		ANNUAL LOOSE EQUIP. REPLACEMENT	10,029	2,000	5,048	3,000	3,000
570903		ANNUAL HOSE REPLACEMENT	5,628	5,000	5,000	5,000	5,000
570910		METERING EQUIPMENT	3,067	2,500	3,500	2,500	2,500
570915		ANNUAL BUNKER GEAR REPLACEMENT	33,705	38,800	38,800	40,000	40,000
579999		EQUIPMENT	0	0	0	77,620	0
		TOTAL CAPITAL OUTLAY	**$54,400**	**$54,540**	**$58,588**	**$135,220**	**$57,600**
		TOTAL FIRE DEPARTMENT	**$8,046,640**	**$8,297,610**	**$8,504,614**	**$8,839,045**	**$8,682,705**

ANIMAL CONTROL

Animal Control Officer Brian Skinner

Service Narrative

The animal control officer operates the City's domestic animal and wild life control and protection program. The purpose is to provide responsive, efficient and high quality animal care and control services that preserves and protects public and animal safety.

Included in the Animal Control budget are the costs associated with the operation of the dog pound located on Vincent P. Kelly Road. Bristol's two animal control officers are responsible for enforcing domestic animal and wild life regulations.

Fiscal Year 2018 Major Service Level Accomplishments

- Increased dog owners' awareness of laws to reduce violations.
- Facilitated the safe return of lost pets.
- Provided a safe and comfortable environment for animals.
- Facilitated adoptions.
- Continued partnership with Friends of the Bristol CT Animal Shelter Inc.

Fiscal Year 2019 Major Service Level Goals

- Continue to ensure the health and welfare of the community as it relates to animals both domestic and wild, enforce all Connecticut animal control laws, promote responsible pet ownership, reunite lost dogs with their owners, continue our partnership with Friends of the Bristol Animal Shelter, and maintain a clean and healthy environment at the animal shelter.

Public Safety - (continued)

Performance Measures

Quantitative:

	FY14	FY15	FY16	FY17	FY18
Roaming Dog	305	311	276	274	285
Barking Dog	91	86	65	62	67
Animal Bites	28	40	33	38	44
Report of Cruelty					79
Feral Cats					32
Wildlife/Animal Concern					470
Lost Animal					273
Miscellaneous	2,630	2,427	2,356	2,274	N/R
Rabies	21	32	35	21	18
Dead Animals Disposed of	300	246	293	368	497
Total # Calls For Service	3,375	3,142	3,058	3,037	1,765
# Animals Impounded	167	182	148	149	136
# Animals Euthanized by Vet	1	8	7	3	4

Expenditure and Position Summary

	2017 Actual	2018 Estimated	2019 Budget
Salary Expenditures	$137,076	$140,375	$145,940
Full time Positions	2	2	2

Budget Highlights

0012312 ANIMAL CONTROL

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	$113,852	$116,875	$116,875	$120,090	$120,090
515100		OVERTIME	13,756	13,500	13,500	15,575	15,575
517000		OTHER WAGES	9,468	10,000	10,000	10,275	10,275
		TOTAL SALARIES	**$137,076**	**$140,375**	**$140,375**	**$145,940**	**$145,940**
CONTRACTUAL SERVICES							
522100		CLOTHING ALLOWANCE L754	$2,000	$2,000	$2,000	$2,000	$2,000
531000		PROFESSIONAL FEES AND SERVICES	15,779	5,000	5,000	5,000	5,000
541000		PUBLIC UTILITIES	2,179	2,400	2,400	2,400	2,400
541100		WATER AND SEWER CHARGES	543	700	700	650	650
557700		ADVERTISING	255	400	400	350	350
562200		NATURAL GAS	4,358	4,000	4,000	4,500	4,500
581135		SCHOOLING AND EDUCATION	150	300	300	300	300
		TOTAL CONTRACTUAL SERVICES	**$25,264**	**$14,800**	**$14,800**	**$15,200**	**$15,200**
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES	$210	$500	$500	$500	$500
561800		PROGRAM SUPPLIES	28	500	500	500	500
		TOTAL SUPPLIES AND MATERIALS	**$238**	**$1,000**	**$1,000**	**$1,000**	**$1,000**
		TOTAL ANIMAL CONTROL	**$162,578**	**$156,175**	**$156,175**	**$162,140**	**$162,140**

EMERGENCY MANAGEMENT

Harland Graime, Director
(860) 866-7262
harleygraime@bristolct.gov

CERT Team

Service Narrative

The Emergency Management Office exists to formulate plans for the protection of the public in the event of large scale, natural or man-made disasters. The office prepares survival plans which may be used in the event of a natural or man-made disaster, for the administration of training programs for protection and survival, and for the provision, inspection, maintenance and operation of emergency facilities, equipment, personnel and communications.

Fiscal Year 2018 Major Service Level Accomplishments

Our Functional Needs Working Group, formed to assist this population in case of future emergencies, continues to operate. The Bristol Senior Center, our primary emergency shelter, has not been needed during the year. We have been fortunate during this past year to withstand a winter without using this shelter. We did provide necessary warming and cooling shelters when faced with long term temperature extremes. We used the Bristol Libraries, the Senior Center and local businesses and community organizations for warming shelters in December into January in accordance with the Governor's issuance of his Cold Weather Protocol and at the Mayor's request. The Bristol CERT members were on standby for any shelter opening. The Emergency Management Department continued the FEMA STEP program educating over 600 5th graders in the school system on emergency preparedness. The department also participated in the renewal of the city's HEARTSafe community status promoting education in First Aid and CPR. The Director was selected by the DEMHS Region 3 Coordinator to lead the City's Hurricane Displaced Persons Taskforce. Working with the Board of Education, Community Services Department and the Bristol Burlington Health District we monitored school enrollments, special needs requirements, housing and other concerns related to their entry into our community. The Director participated in the Emergency Manager's Statewide Emergency Planning and Preparedness Initiative (EPPI) Drill in December at the Hartford Emergency Operations Center (EOC) regarding cyber security. A full statewide EPPI drill will be conducted in June with all City departments participating. The Director serves on the State Citizen Corps Council and represents the city at CRCOG, NVCOG and CREPC meetings.

Public Safety - (continued)

The Mayor was updated by the Region 3 Coordinator about the services that DEMHS and the State can provide to the city through the Emergency Management Department. CERT trainers are holding a 20 hour CERT training course for new members starting in early February.

Fiscal Year 2019 Major Service Level Goals

The City participated in the 2018 state EPPI exercise based on a weather and flood related incident in June 2018 and will continue in all subsequent EPPI Drills in the future. We will continue to work closely with local first responders in any city emergency or disaster. We will upgrade the present EOC with additional equipment as needed and be prepared for any eventual community emergency. The new city radio system included a new VHF radio relay so that clear communications between the city EOC and the State EOC are completed. We are actively working on creating an alternate EOC in the city should the main Police Department EOC be non-operative or compromised. Equipment has been purchased to support this auxiliary EOC. As mandated, the city Emergency Operations Plan will be updated in 2018. This department, in conjunction with the Bristol CERT, will support cooling and warming centers and provide sheltering when requested. The Director will maintain liaison with state DESPP/DEMHS officials to provide the city with the latest training available. We are extending our community outreach to civic, religious, community and business groups for education in emergency preparedness and sheltering through our participation in the Capitol Region CERT Ambassador Program. The CERT will continue to increase their membership. Our initiative with the FEMA directed STEP Program for teaching emergency preparedness in all 5th grade Bristol schools will continue during the next school year.

The City is very fortunate to continue to have an active and dedicated Community Emergency Response Team (CERT). The department works very closely with them to define and formulate their Standard Operating Procedures (SOP) relative to how they interface with the City's Emergency Response Plan and public service agencies. They will participate in the 2018 CRCOG National Preparedness Initiative in October. In the past year CERT members have volunteered over 1100 hours of service to the city and participated in 31 civic and community events as well as emergency activation for EOC drills, operations, training and sheltering. For more information and/or involvement in CERT, check this department's listing on the City's web page or their web page at bristolcert.com. It is a continuing goal to form a Medical Reserve Corps (MRC) of volunteer medically trained professionals to assist with medical and public health emergencies and situations which will enhance the City's ability to care for and service the needs of the community.

Expenditure and Position Summary

	2017 Actual	2018 Estimated	2019 Budget
Salary Expenditures	$7,102	$7,475	$7,475
Part-time Positions	1	1	1

Public Safety - (continued)

Budget Highlights

0012413 EMERGENCY MANAGEMENT

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
515200		PART TIME	$7,102	$7,475	$7,475	$7,475	$7,475
		TOTAL SALARIES	**$7,102**	**$7,475**	**$7,475**	**$7,475**	**$7,475**
CONTRACTUAL SERVICES							
553000		TELEPHONE	$1,166	$2,000	$2,000	$2,000	$2,000
553100		POSTAGE	0	100	100	100	100
554000		TRAVEL REIMBURSEMENT	464	800	800	800	800
581120		CONFERENCES AND MEMBERSHIPS	249	300	300	300	300
		TOTAL CONTRACTUAL SERVICES	**$1,879**	**$3,200**	**$3,200**	**$3,200**	**$3,200**
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	$417	$3,000	$3,000	$4,500	$4,500
561825		CERT	1,650	2,400	2,400	2,000	2,000
569000		OFFICE SUPPLIES	319	400	400	400	400
		TOTAL SUPPLIES AND MATERIALS	**$2,386**	**$5,800**	**$5,800**	**$6,900**	**$6,900**
CAPITAL OUTLAY							
570400	17001	COMPUTER UPGRADE	$892	$0	$0	$0	$0
		TOTAL CAPITAL OUTLAY	**$892**	**$0**	**$0**	**$0**	**$0**
		TOTAL EMERGENCY MANAGEMENT	**$12,258**	**$16,475**	**$16,475**	**$17,575**	**$17,575**

BUILDING INSPECTION

Guy Morin, Chief Building Official
Office: (860) 584-6215
guymorin@bristolct.gov

Service Narrative

The Building Inspection Department is responsible for the public safety, health and welfare for people who live, work, and play in the City of Bristol. Whether in homes, offices, schools, stores, factories, or places of entertainment, people rely on the safety of the structures that surround them in their everyday lives. This is accomplished by enforcing the current prevailing building codes, zoning regulations, ordinances, and statutes adopted by the City of Bristol and the State of Connecticut.

The Building Inspection Department performs many functions, including: review of permit applications and construction plans, issue permits, conduct inspections, and issue certificates of occupancy, use, and completion. The department also responds to emergency situations such as fires, floods, damaged structures, etc., and any occurrence that affects the integrity of a structure. Enforcement relationships have been enhanced between the department and the Police Department, Public Works Department, and Health District, by the development and participation in the Code Enforcement Committee. The Building Department has the leading role of enforcing anti-blight and property maintenance violations under the direction of Mayor Zoppo-Sassu.

Fiscal Year 2018 Major Service Level Accomplishments

- Maintained a high level of customer service to residents and contractors.
- Continued the property maintenance enforcement with the use of a part time code enforcement inspector and the implementation of code enforcement by all building inspectors.
- Continued to refine the website to provide more efficient permitting.

Public Safety - (continued)

Fiscal Year 2019 Major Service Level Goals

- Continue to work efficiently with the building department staff by expanding the training of inspectors to allow for cross training.
- Continue the use of credit card payments for permits and upgrade the accounting process including hardware. Continue to expand the information available to our customers on the existing website regarding building codes, zoning regulations and code enforcement issues
- Implementation of Viewpoint cloud based software which will enable certain permitting online and should allow the department to provide a better service.

Performance Measures

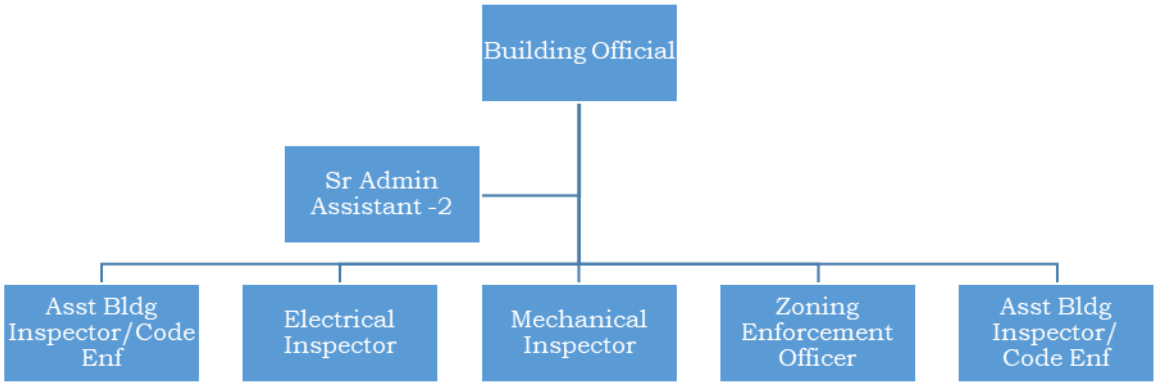
Quantitative:

Activity	FY 2016	FY 2017	FY 2018
Building/Mechanical Permits Issued	3,369	3,078	3,044
Value of Construction	$76,440,263	$46,789,780	$75,403,739
Actual Revenue Collected	$940,743	$1,068,202	$1,409,882

Expenditure and Position Summary

	2017 Actual	2018 Estimated	2019 Budget
Salary Expenditures	$500,499	$561,274	$550,165
Full Time Positions	8	8	8

Organizational Chart



Public Safety - (continued)

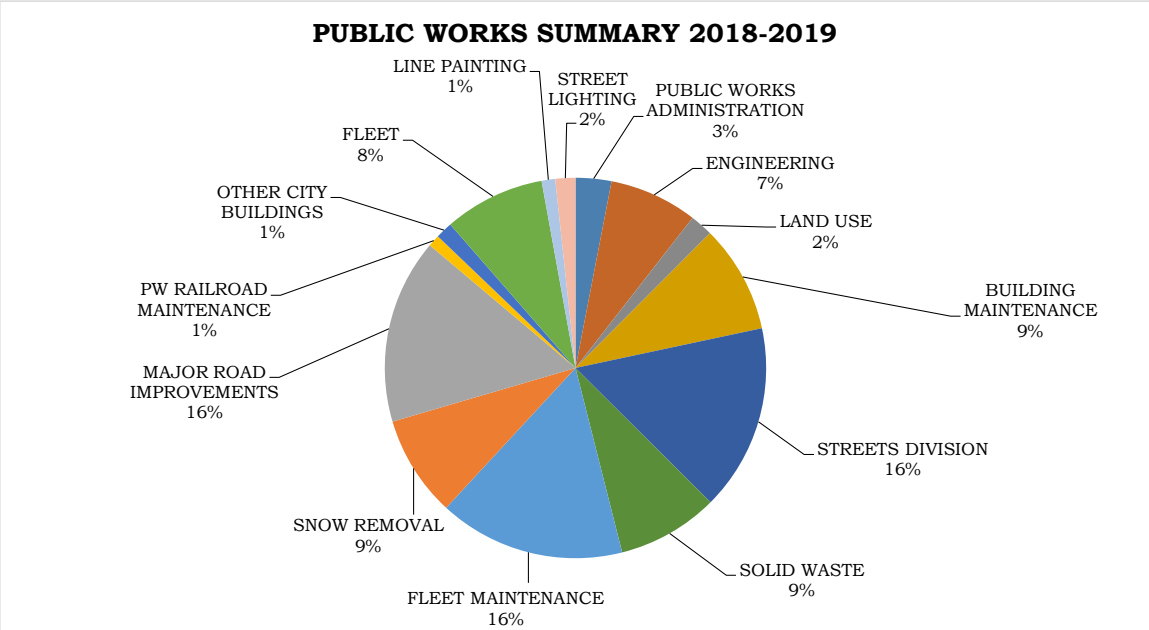
Budget Highlights

0012615 BUILDING INSPECTION

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	$483,762	$516,855	$551,203	$539,975	$539,975
515100		OVERTIME	13,774	4,895	5,295	15,395	7,500
517000		OTHER WAGES	2,963	4,465	4,776	2,690	2,690
		TOTAL SALARIES	**$500,499**	**$526,215**	**$561,274**	**$558,060**	**$550,165**
CONTRACTUAL SERVICES							
543000		REPAIRS AND MAINTENANCE	$0	$150	$150	$150	$150
543012		CLOTHING/UNIFORMS	0	0	0	2,515	2,515
543100		MOTOR VEHICLE SERVICE AND REPAIR	3,780	500	1,983	2,500	2,500
553000		TELEPHONE	4,847	4,000	4,000	4,500	4,500
553100		POSTAGE	880	1,100	1,100	1,100	1,100
555000		PRINTING AND BINDING	416	500	500	500	500
557700		ADVERTISING	0	100	100	100	100
581120		CONFERENCES AND MEMBERSHIPS	1,430	1,475	1,475	2,500	2,500
		TOTAL CONTRACTUAL SERVICES	**$11,354**	**$7,825**	**$9,308**	**$13,865**	**$13,865**
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	$398	$500	$500	$3,200	$3,200
562600		MOTOR FUELS	2,994	4,000	4,000	4,000	4,000
563100		TIRES, TUBES, CHAINS, ETC	1,066	200	200	1,200	1,200
569000		OFFICE SUPPLIES	549	600	600	600	600
		TOTAL SUPPLIES AND MATERIALS	**$5,007**	**$5,300**	**$5,300**	**$9,000**	**$9,000**
CAPITAL OUTLAY							
579999		EQUIPMENT	$0	$0	$0	$61,705	$0
		TOTAL CAPITAL OUTLAY	**$0**	**$0**	**$0**	**$61,705**	**$0**
		TOTAL BUILDING INSPECTION	**$516,859**	**$539,340**	**$575,882**	**$642,630**	**$573,030**

CITY OF BRISTOL, CONNECTICUT
2018-2019 BUDGET
GENERAL FUND EXPENDITURE SUMMARY FOR PUBLIC WORKS

ORGCODE	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
0013010	PW ADMINISTRATION	$357,313	$361,475	$389,114	$371,395	$371,395
0013011	PW ENGINEERING	808,121	887,465	936,404	925,785	916,185
0013012	PW LAND USE	157,665	218,715	229,281	237,010	237,010
0013013	PW BUILDING MAINTENANCE	1,225,181	1,137,640	1,180,850	1,174,060	1,123,410
0013015	PW STREETS	1,745,219	1,866,470	2,166,587	1,942,895	1,935,895
0013016	PW SOLID WASTE	997,717	1,052,420	1,122,365	1,082,610	1,051,120
0013017	PW FLEET MAINTENANCE	1,901,443	1,859,365	1,901,839	1,961,265	1,932,395
0013018	PW SNOW REMOVAL	1,107,392	1,065,700	1,084,363	1,065,700	1,050,700
0013019	PW MAJOR ROAD IMPROVEMENTS	3,445,267	2,051,510	6,349,413	2,150,000	1,922,000
0013020	PW RAILROAD MAINTENANCE	15,251	26,300	200,804	44,300	44,300
0013021	PW OTHER CITY BUILDINGS	176,035	176,500	176,500	178,760	175,500
0013025	PW PERMANENT PATCH UTILITY TRENCHES	55,605	0	0	0	0
0013026	PW FLEET	543,350	914,000	1,398,201	1,169,000	1,169,000
0013027	PW LINE PAINTING	54,641	141,000	226,372	140,500	140,500
0013028	PW STORM WATER MAINTENANCE	1,768	0	0	0	0
0013040	PW STREET LIGHTING	562,151	220,000	221,500	208,000	208,000
TOTAL PUBLIC WORKS		**$13,154,119**	**$11,978,560**	**$17,583,593**	**$12,651,280**	**$12,277,410**



Budgetary Highlights

The 2018 Public Works budget of $12,277,410 is a 2.49% increase from the 2018 fiscal year budget.

PUBLIC WORKS

Walter Veselka, Director
860-584-6125
publicworks@bristolct.gov

Mission Statement

The Public Works Department strives to provide exceptional service through a cohesive and motivated staff dedicated to meeting the needs of the residents of Bristol. The staff's efforts are dedicated to the delivery of services to safeguard the health, safety and welfare of Bristol citizens, and maintain and improve the City's infrastructure in an effective, efficient and professional manner.

Service Narrative

Public Works is accountable for the planning, design, development, construction, and maintenance of City infrastructure which includes: roadways, bridges, railroad spur, buildings, grounds, storm water and sanitary waste systems. Public Works also includes Land Use development planning, maintenance of City vehicles and equipment, collection of solid waste refuse and recycling materials, and snow and ice control on the roadways.

Public Works has several divisions designed to provide specific services. The service centers consist of the following: Administration, Engineering, Land Use, Building Maintenance, Streets, Solid Waste, Fleet Maintenance, Snow Removal, Major Road Improvements, Railroad Maintenance, Other City Buildings, Line Painting, Street Lighting and Fleet. Water Pollution Control and Solid Waste Disposal are Special Revenue Funds.

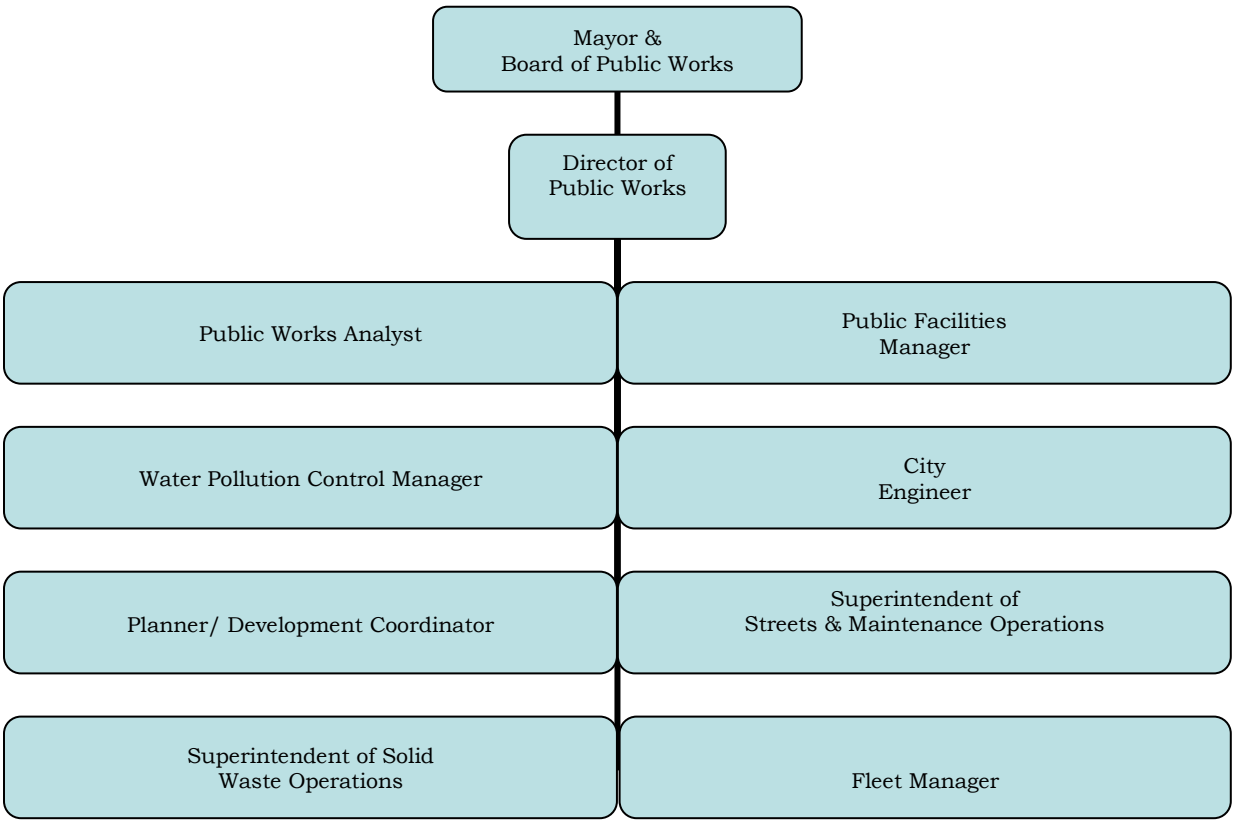
Departmental Long-Term Goals

- Continue initiatives to enhance communication and civic engagement of the public, elected and appointed officials regarding Public Works operations, daily impact of our work on the community, new initiatives and adjustments in our operations.
- Engage the public to participate in the review and revision of Storm Water management policies and practices to reduce the quantity of run-off and drainage into the City's system where possible, while improving the quality of storm water discharges.
- Engage a citizen participation in the review and revision of Solid Waste Management practices; striving toward "Zero Waste" principles. Promote community efforts to encourage citizens and businesses to reduce, reuse and recycle to the fullest extent possible.
- Manage the new reality of global impacts to recycled materials markets striving to educate the public on "What's In, What's Out" guidance to reduce recyclable contamination and provide a project stream that is marketable.
- Embrace and incorporate technology to improve service delivery and ability to disseminate information and interact with citizens, local officials and regulatory agencies.
- Take advantage of new technologies in the City's radio system and vehicles for tracking of Public Works service delivery.
- Complete the implementation of route management software to improve solid waste collection and winter operations service delivery.
- Improve internal communications and relationships with individual staff union representatives to make them active team members who work cohesively together to achieve the transformations the Department must make to meet the goals of the Mission Statement shown on page 51 for the City and above for public works.

Public Works - (continued)

Board of Public Works	**Expiration of Term**
Mayor Ellen Zoppo-Sassu, Chairperson	11/2019
Morris Laviero	02/2020
Donald Padlo	02/2019
Sean Dunn	02/2021
David Mills	11/2019
Gregory Hahn	11/2019
Peter Kelly	11/2019

Organizational Chart



PUBLIC WORKS - ADMINISTRATION

Service Narrative

The Public Works Administration Division handles all administrative support functions for the Department. The Division supports both the Board of Public Works and its various Committees. The Public Works customer service front desk doubles as the telephone switchboard for all of City Hall. Residents visiting Public Works are greeted at the customer service desk and staff strives to provide friendly and efficient service. The Administration division is responsible for the Department payroll, accounts receivable and accounts payable. The Division manages all resident requests, the sale of transfer station permits, Pay as You Throw (PAYT) funds, yard waste program subscriptions, and bulk pick-up scheduling.

Fiscal Year 2018 Major Service Level Accomplishments

- Interacts with the community via the Public Works Facebook page (Facebook.com/BristolPW), Twitter (@BristolPW) and several mailing lists created using CivicPlus, the City's web provider.
- Sends Welcome Packages to new homeowners in Bristol to promote the services that Public Works has available.
- Continued public outreach and education regarding Pay As You Throw at the Transfer Station (PAYT), credit card payments, "What's In, What's Out" recycling guidance and Recycle Coach usage.
- Managed PAYT accounts and collection of deficits. Increased education and improved service delivery via a self-service kiosk outside of Public Works for Transfer Station permit renewals and fund deposits.
- Implemented a soft recyclables program.
- Expanded use of online scheduling of bulk collection as well as yard waste, additional barrel and other fee service renewals.
- Managed procedures to ensure compliance with the new shopping cart ordinance.

Fiscal Year 2019 Major Service Level Goals

- Continual review and reporting on Pay As You Throw metrics to verify rate structure and policies.
- Establish energy metrics to verify savings from energy efficiency projects.
- Enhance public outreach and communication efforts to keep residents informed of services and schedules. Implement new methods of sharing information.

Long-Term Goals

- Identify efficiencies in processes and enable residents to utilize self-service where possible.
- Find and develop other avenues of communication with the public.
- Manage solid waste routes to allow adjustment to 4 collection days/week reducing overtime, providing a day for truck preventative maintenance and use of staff for other service functions.

Public Works - (continued)

Performance Measures

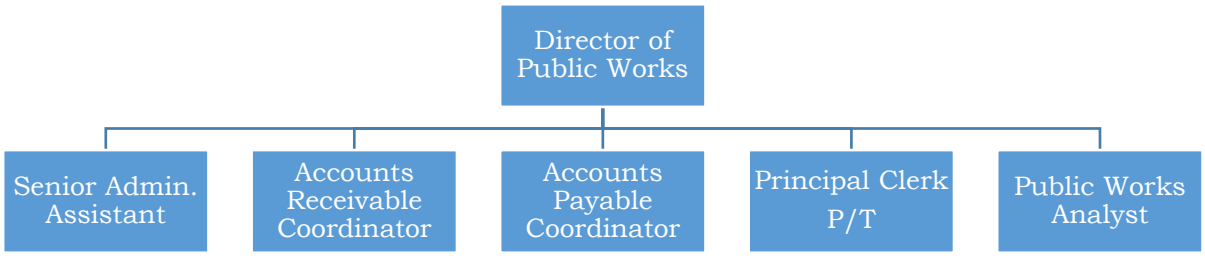
Quantitative:

	FY 2016	FY 2017	FY 2018
Residential Transfer Stations Permits Sold	8,183	8,465	8,593
Bulk Pickups Scheduled	2,552	2,726	3,064
Yard Waste Program Members	3,438	3,570	3,685

Expenditure and Position Summary

	2017 Actual	2018 Estimated	2019 Budget
Salary Expenditures	$336,515	$361,719	$359,495
Full time Positions	5.5	5.5	5.5

Organizational Chart



Budget Highlights

0013010 PUBLIC WORKS ADMINISTRATION

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	$322,215	$331,155	$341,371	$338,440	$338,440
515100		OVERTIME	1,130	750	811	805	805
515200		PART TIME	10,616	17,770	19,487	20,200	20,200
517000		OTHER WAGES	2,554	50	50	50	50
		TOTAL SALARIES	**$336,515**	**$349,725**	**$361,719**	**$359,495**	**$359,495**
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	$12,402	$800	$16,445	$800	$800
543000		REPAIRS AND MAINTENANCE	0	50	50	50	50
553100		POSTAGE	2,613	3,650	3,650	3,000	3,000
554000		TRAVEL REIMBURSEMENT	1,433	1,500	1,500	1,500	1,500
555000		PRINTING AND BINDING	0	200	200	200	200
557700		ADVERTISING	0	200	200	200	200
581120		CONFERENCES AND MEMBERSHIPS	1,429	2,000	2,132	2,000	2,000
581135		SCHOOLING AND EDUCATION	145	900	768	900	900
581145		EMPLOYEE RECOGNITION	1,154	250	250	250	250
581150		MISCELLANEOUS BOND EXPENSE	0	0	0	800	800
		TOTAL CONTRACTUAL SERVICES	**$19,176**	**$9,550**	**$25,195**	**$9,700**	**$9,700**
SUPPLIES AND MATERIALS							
569000		OFFICE SUPPLIES	$1,622	$2,200	$2,200	$2,200	$2,200
		TOTAL SUPPLIES AND MATERIALS	**$1,622**	**$2,200**	**$2,200**	**$2,200**	**$2,200**
		TOTAL PW ADMINISTRATION	**$357,313**	**$361,475**	**$389,114**	**$371,395**	**$371,395**

PUBLIC WORKS- ENGINEERING

Raymond Rogozinski P.E., City Engineer
Office: 860-584-6113

Service Narrative

The Engineering Division plans, designs and supervises various types of capital improvement projects for the installation and maintenance of the roadway infrastructure, including storm drainage, sanitary sewers, roads, sidewalks and bridges. The staff also reviews and oversees construction of maintenance work and capital improvement projects funded through the City Public Buildings program. The Division also provides engineering assistance to other City Departments, Boards and Commissions for infrastructure improvements as proposed for private development.

The Division implements the City's expanded major roadway maintenance programs and projects including, bridges and major culverts, drainage improvements and upgrades, milling, reclaiming, pavement resurfacing, roadside barriers, and line striping.

The Division reviews and supervises the construction of infrastructure improvements conducted by contractors and private developers.

The Division uses digital imaging, computer-aided design and drafting equipment to complete designs and update City mapping. In addition the Engineering Division staff is continually updating the City's GIS system.

The staff issues permits for and inspects sidewalks, driveways and utility installations. The staff will also assist the public on a variety of technical issues, wetlands and flood plain questions, and responds to requests for information.

Fiscal Year 2018 Major Service Level Accomplishments

- Designed and/or administered capital improvement projects valued at over $5.2 million.
- Administered major roadway maintenance activities valued at approximately $3.6 million.
- Continued development of GIS database.
- Used data-based pavement management system to develop and prioritize roadway maintenance activities.
- Implemented work practices to maximize efficiency with reduced staffing.

Fiscal Year 2019 Major Service Level Goals

- Complete design and administration of capital projects funded for the fiscal year
- Initiate implementation of DEEP municipal storm water regulations.
- Make GIS database available to the general public and the development community through the City's website.
- Prepare standard operations and procedures documenting Engineering policies.
- Implement capital improvement projects to improve bridge ratings.

Long Terms Goals

- Continue to provide an excellent level of service with diminished staffing levels.
- Streamline sanitary sewer, excavation, driveway and sidewalk permit process.
- Continue to develop and implement plans to mitigate flooding within the City.
- Continue to implement pavement management practices to improve roadway ratings.

Public Works - (continued)

Performance Measures

Quantitative:

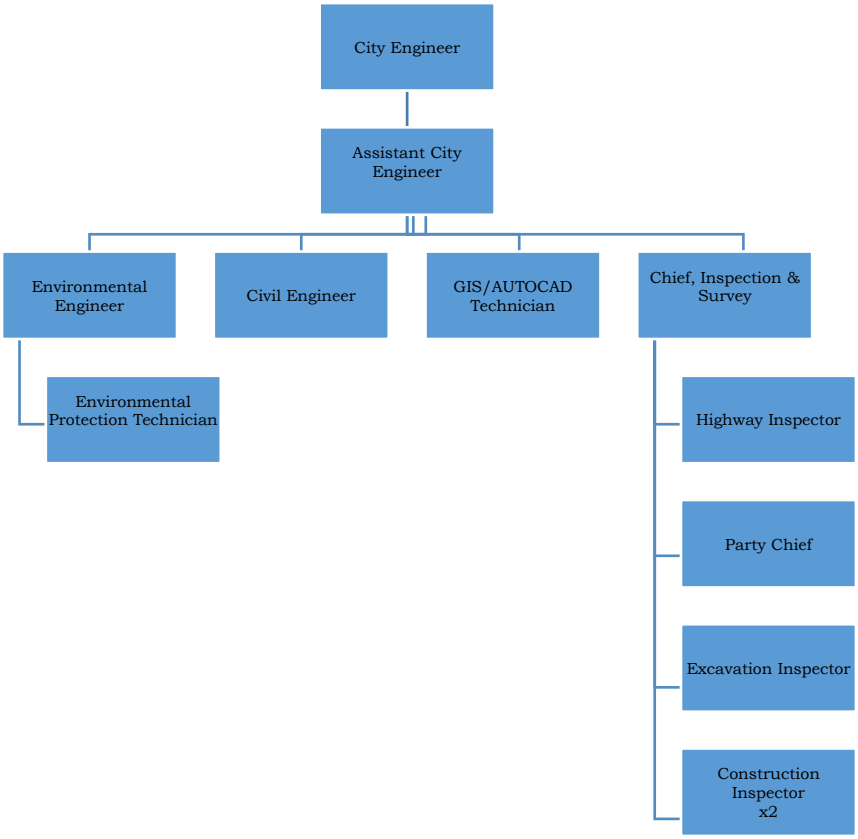
	FY 2016	FY 2017	FY 2018
Major Design Projects-Completed	5	6	8
Major Survey Projects-Completed	3	3	3

Qualitative:
Staff completed design, inspection and contract administration of capital projects for sanitary sewer, sidewalk and roadway and building improvements.

Expenditure and Position Summary

	2017 Actual	2018 Estimated	2019 Budget
Salary Expenditures	$724,157	$843,039	$838,585
Full time Positions	12	11	11

Organizational Chart



Public Works - (continued)

Budget Highlights

0013011 PUBLIC WORKS ENGINEERING

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	$703,302	$795,045	$827,012	$819,860	$819,860
515100		OVERTIME	16,406	9,655	11,089	13,610	13,610
517000		OTHER WAGES	4,450	4,915	4,938	5,115	5,115
		TOTAL SALARIES	**$724,157**	**$809,615**	**$843,039**	**$838,585**	**$838,585**
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	$70,378	$62,500	$77,808	$68,800	$65,000
543000		REPAIRS AND MAINTENANCE	5,041	7,000	7,000	5,000	5,000
554000		TRAVEL REIMBURSEMENT	0	500	500	100	100
555000		PRINTING AND BINDING	376	1,750	1,750	300	300
581120		CONFERENCES AND MEMBERSHIPS	400	1,100	1,307	1,200	1,200
581135		SCHOOLING	950	1,000	1,000	2,000	2,000
		TOTAL CONTRACTUAL SERVICES	**$77,146**	**$73,850**	**$89,365**	**$77,400**	**$73,600**
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	$6,818	$4,000	$4,000	$4,000	$4,000
		TOTAL SUPPLIES AND MATERIALS	**$6,818**	**$4,000**	**$4,000**	**$4,000**	**$4,000**
CAPITAL OUTLAY							
579999		CAPITAL OUTLAY	$0	$0	$0	$5,800	$0
		TOTAL CAPITAL OUTLAY	**$0**	**$0**	**$0**	**$5,800**	**$0**
		TOTAL PW ENGINEERING	**$808,121**	**$887,465**	**$936,404**	**$925,785**	**$916,185**

PUBLIC WORKS - LAND USE

Robert M. Flanagan, AICP – City Planner
Office: 860-584-6225

Service Narrative

The Land Use Division works with public officials and agencies, the private sector and the general public to monitor and guide the growth, development and conservation of the City. The staff of the Division provides administrative and technical services to six City boards: Planning Commission, Zoning Commission, Conservation/Inland Wetlands and Watercourses Commission, Zoning Board of Appeals, Historic District Commission, and Aquifer Protection Agency.

Services provided by the Division include receiving and processing land use applications; preparing legal notices, meeting agendas, correspondence and meeting minutes, keeping the official records of the boards, and providing land use, zoning and development information to the public, attorneys and other land use professionals.

The staff of the Division also provides technical expertise and administrative assistance in the preparation and update of the City's Plan of Conservation and Development, the preparation of other planning studies, and the development and amendment of the City's regulatory tools (Zoning Regulations, Zoning Map, Subdivision Regulations, Inland Wetlands Regulations, Historic District Guidelines, and Aquifer Protection Area Regulations).

Public Works - (continued)

Fiscal Year 2018 Major Service Level Accomplishments

- Amended the 2015 Bristol Plan of Conservation and Development (POCD) to include the Route 6 Corridor Plan.
- Amended the Zoning Regulations to provide for ground-mounted solar panels in all zones.
- Assisted applicants in completing the first round of renewals for five-year permits within the City's "Level A" Aquifer Protection Area (Aquifer Protection Agency).

Fiscal Year 2019 Major Service Level Goals

- Continue to provide wide-ranging customer service to constituents and other entities who are navigating the land use regulatory process.
- Work to preserve additional open space by encouraging developers to implement zone changes utilizing the Open Space Development (OSD) Overlay Zone.

Long Term Goals

- Continue to promote transparency in the land use regulatory process.
- Identify opportunities for improvement to office efficiencies and constituent service.

Performance Measures

Quantitative:

	FY 2016	FY 2017	FY 2018
Zone Changes/Zoning Text Amendments	8/2	3/3	3/2
Special Permits	10	11	11
Site Plans	21	20	13
Subdivisions	1	2	5
Wetlands Permits			
Commission- Approved	21	15	16
Administratively- Approved	55	66	65
Wetlands Boundary Changes	0	0	0
Zoning Appeals	1	0	2
Zoning Variances	13	9	12
Zoning Certificate of Approval (Motor Vehicle Uses)	n/a	3	4
Certificates of Appropriateness	3	3	6
Aquifer Protection Area Registrations (Renewals)	3	0	5

Qualitative:

The Land Use Division continues to use the City's website as a primary means of communications, providing the public with timely, accurate, and helpful information about the activities of the Land Use Office and the boards and commissions that it serves. The online version of agendas include hyperlinks to pending land use applications, legal notices and projects with which the Division is involved along with up-to-date maps and regulations.

Public Works - (continued)

Expenditure and Position Summary

	2017 Actual	2018 Estimated	2019 Budget
Salary Expenditures	$140,886	$212,381	$219,910
Full time Positions	3	3	3

Organizational Chart

Public Works - (continued)

Budget Highlights

0013012 PUBLIC WORKS LAND USE

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	$136,617	$192,600	$202,413	$209,360	$209,360
515100		OVERTIME	4,269	9,215	9,968	10,550	10,550
		TOTAL SALARIES	**$140,886**	**$201,815**	**$212,381**	**$219,910**	**$219,910**
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	$280	$300	$50	$300	$300
553100		POSTAGE	1,456	1,200	1,200	1,200	1,200
554000		TRAVEL REIMBURSEMENT	153	600	600	600	600
555000		PRINTING AND BINDING	433	500	500	500	500
557700		ADVERTISING	6,755	9,000	9,000	9,000	9,000
581120		CONFERENCES AND MEMBERSHIPS	2,668	4,000	3,000	4,000	4,000
581135		SCHOOLING AND EDUCATION	610	800	1,800	1,000	1,000
		TOTAL CONTRACTUAL SERVICES	**$12,354**	**$16,400**	**$16,150**	**$16,600**	**$16,600**
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	$0	$0	$250	$0	$0
569000		OFFICE SUPPLIES	295	500	500	500	500
		TOTAL SUPPLIES AND MATERIALS	**$295**	**$500**	**$750**	**$500**	**$500**
CAPITAL OUTLAY							
570600	16021	WORK STATION	$4,129	$0	$0	$0	$0
		TOTAL CAPITAL OUTLAY	**$4,129**	**$0**	**$0**	**$0**	**$0**
		TOTAL PW LAND USE	**$157,665**	**$218,715**	**$229,281**	**$237,010**	**$237,010**

PUBLIC WORKS – BUILDING MAINTENANCE

David P. Oakes, Public Works Facilities Manager
860-584-6107
davidoakes@bristolct.gov

Service Narrative

The Building Maintenance Division is responsible for and oversees all maintenance, renovation and capital outlay projects as assigned for City Hall and the Police-Court Complex, Youth Services Department, along with infrastructure maintenance of the Libraries, Beals Senior/Community Center, Animal Control Facility, five Fire Stations, the City Yard and any vacant schools. Duties include coordination with outside vendors and day to day functions that are required to keep the city buildings operating at an efficient level. The Division also provides all custodial services for City Hall, Court/Police Complex, and Youth Services Departments.

Fiscal Year 2018 Major Service Level Accomplishments

- Painting of Beals Center gymnasium arches and columns.
- Installation of public entrance security cameras at City Hall.
- Upgrade hand railings around City Hall to meet Building Code requirements.
- Replaced antiquated Building Management System (BMS) that serves: City Hall, Police/Court Complex, 51 High Street, Main and Manross Libraries.
- Roof replacement at Bristol Fire Headquarters.
- Boiler and air-handler replacement at Manross Library.
- Boiler replacement at Fire House #2 (Hill Street).
- City Yard stand-by generator replacement.
- Renovation of Water Pollution Control kitchen/break room.

Public Works - (continued)

- City Yard restroom renovations.
- Completed various roof repairs to Main and Manross Libraries.
- Completed site-wide LED lighting upgrades at Manross Library.
- Completed pipe repairs in City Hall basement vault, including mold and asbestos abatement work and floor re-tiling activities.
- Replaced two basement parking security doors serving Police/Court Complex.
- Installation of new panic button systems in several City Hall offices.
- Assisted with Police Dispatch Center renovations and upgrades.
- Installed electrical outlets and LED lighting for Police Crime and ERT Vans.

Fiscal Year 2019 Major Service Level Goals

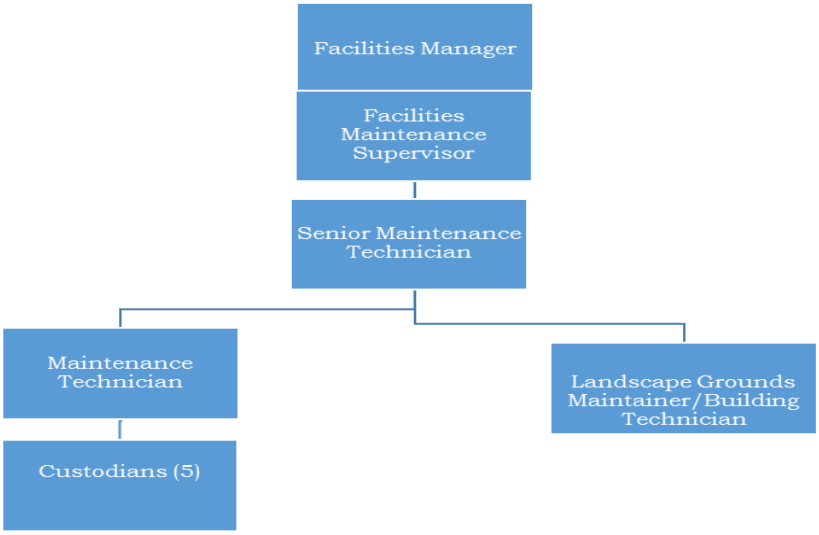
- Upgrade Probate Court entrance doors with ADA compliant openers (Beals Center).
- Exterior lighting upgrades at Beals Center for new parking lot connector roadway.
- Replace antiquated fuel oil UST monitoring systems at City Hall and Police/Court Complex.
- Upgrade security door within City Hall Tax Collector's office.
- Replace gutters at Animal Control Facility.
- Replace roof at former Dog Pound Garage (used by Community Services).
- Remove fuel oil UST at Fire House #2 (converted to natural gas with boiler replacement).
- Replace gutters at Fire House #2.
- Replace emergency generator at City Yard.
- Install site access systems at all five Fire Houses for security purposes.
- Replace jack assembly in Main Library north elevator.
- Complete final phase of security camera installations at City Hall (employee entrances).

Expenditure and Position Summary

	2017 Actual	**2018 Estimated**	**2019 Budget**
Salary Expenditures	$600,027	$607,640	$575,370
Full time Positions	10	10	10

Public Works - (continued)

Organizational Chart



Budget Highlights

0013013 PUBLIC WORKS BUILDING MAINTENANCE

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	$479,890	$484,475	$519,140	$512,370	$512,370
515100		OVERTIME	96,941	64,955	72,000	41,000	41,000
517000		OTHER WAGES	23,196	15,000	16,500	22,000	22,000
		TOTAL SALARIES	**$600,027**	**$564,430**	**$607,640**	**$575,370**	**$575,370**
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES	$527	$7,920	$7,898	$8,000	$8,000
541000		PUBLIC UTILITIES	275,562	260,000	260,000	280,000	280,000
541100		WATER AND SEWER CHARGES	11,384	15,000	15,000	14,000	14,000
543000		REPAIRS AND MAINTENANCE	183,418	115,000	115,000	115,000	115,000
553000		TELEPHONE	35,515	35,000	35,000	35,000	500
554000		TRAVEL REIMBURSEMENT	17	40	40	40	40
561400		MAINTENANCE SUPPLIES	24,446	25,000	25,000	25,000	25,000
581120		CONFERENCES AND MEMBERSHIPS	200	250	272	250	250
581135		SCHOOLING AND EDUCATION	0	500	500	750	750
581740		CHRISTMAS LIGHTS	500	500	500	500	500
		TOTAL CONTRACTUAL SERVICES	**$531,570**	**$459,210**	**$459,210**	**$478,540**	**$444,040**
SUPPLIES AND MATERIALS							
562100		HEATING OIL	$90,338	$110,000	$110,000	$110,000	$100,000
562200		NATURAL GAS	3,246	4,000	4,000	4,000	4,000
		TOTAL SUPPLIES AND MATERIALS	**$93,584**	**$114,000**	**$114,000**	**$114,000**	**$104,000**
CAPITAL OUTLAY							
579999		EQUIPMENT	$0	$0	$0	$6,150	$0
		TOTAL CAPITAL OUTLAY	**$0**	**$0**	**$0**	**$6,150**	**$0**
		TOTAL PW BUILDING MAINTENANCE	**$1,225,181**	**$1,137,640**	**$1,180,850**	**$1,174,060**	**$1,123,410**

PUBLIC WORKS - STREETS DIVISION

Jason Morrocco, Superintendent of Streets
Office: 860-584-7792 Ext. 1
JasonMorrocco@bristolct.gov

Service Narrative

The Streets Division of Public Works is responsible for the maintenance and construction duties related to all street appearances and some of its facilities. A general description of work performed is as follows: Storm water control which encompasses street drain and catch basin installation, repair and maintenance; and pavement maintenance includes pavement of roads, curbing (repairs and installation), pot holes, driveway aprons, and trench repairs. Masonry work performed includes repair of bridges, repair and construction of sidewalks, retention walls, basins and floors. Carpentry work is comprised of building maintenance, vehicle identification markings, street and public notice signs, and construction of small buildings. Roadside maintenance is associated with tree maintenance (removals, trimming, brush cutting, stumping and planting). Snow and ice controls during the winter season include snowplowing, road treatments, and hauling of de-icing materials and snow. Sweeping operations are another aspect of maintenance which involves the removal of minor debris from the roadways and municipal properties.

Fiscal Year 2018 Major Service Level Accomplishment

- Road repairs of distressed pavement.
- Response to severe weather events.
- Assist with reconstruction of parking area at Senior Center.
- Assisted in construction at transfer station.

Fiscal Year 2019 Major Service Level Goals

- Road repairs of distressed pavement.
- Response to severe weather events.
- Plan and conduct more long term projects.

Long Terms Goals

- Continue to provide maintenance under the scope of Public Works.
- Cost effective maintenance and repair solutions.
- Commitment to quality customer service.
- Utilize innovations to accomplish Division goals.
- Provide training and certification opportunities for employees.

Statistics

Miles of Road	254
Miles of Storm Drains	219.9
Catch Basins	8,500
Bridges	25

Public Works - (continued)

Performance Measures

Quantitative:

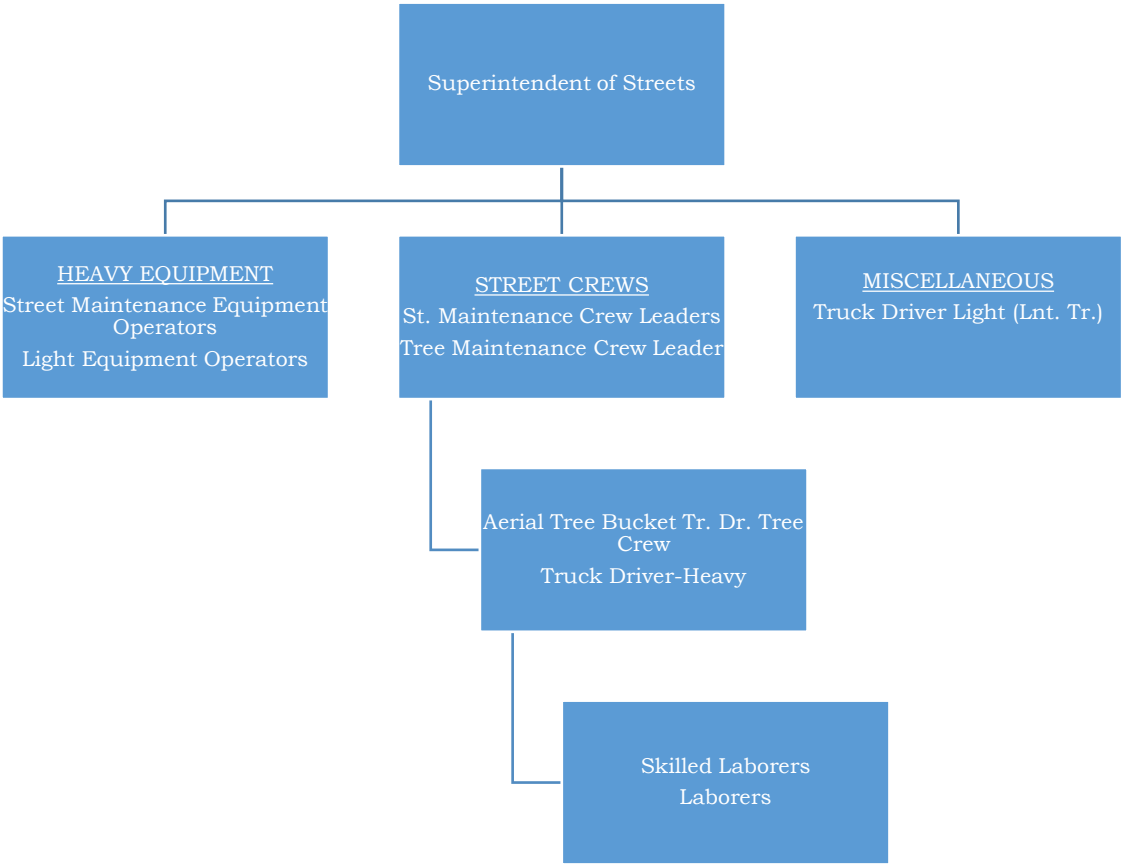
Fiscal Years	FY 2016	FY 2017	FY 2018
Tree Removal	35	30	35
Brush Cutting	20 miles	20 miles	20 miles
Tree Planting	15	15	10
Tall Grass Abatement	15 properties	20 properties	20 properties
Catch Basin Cleaning	800	800	800
Catch Basin Repair	50	50	60
Drainage Pipe	1,000	500	500
Paving	1,900 sq. yds.	1,800 sq. yds.	1,900 sq. yds.
Curbing	5 miles	6 miles	6 miles
Street Sweeping	254 miles	254 miles	254 miles

Expenditure and Position Summary

	2017 Actual	2018 Estimated	2019 Budget
Salary Expenditures	$1,543,111	$1,783,424	$1,736,595
Full time Positions	34	33	33

Public Works - (continued)

Organizational Chart



Public Works - (continued)

Budget Highlights

0013015 PUBLIC WORKS STREETS

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	$1,522,159	$1,628,370	$1,754,015	$1,711,595	$1,711,595
515100		OVERTIME	17,760	18,000	19,409	20,000	20,000
517000		OTHER WAGES	3,192	10,000	10,000	10,000	5,000
		TOTAL SALARIES	**$1,543,111**	**$1,656,370**	**$1,783,424**	**$1,741,595**	**$1,736,595**
CONTRACTUAL SERVICES							
543000		REPAIRS AND MAINTENANCE	$7,416	$14,000	$14,000	$9,000	$9,000
543050		STREETSCAPE MAINTENANCE	2,618	10,000	23,382	10,000	8,000
544400		RENTS AND LEASES	5,000	24,000	49,000	20,000	20,000
554000		TRAVEL REIMBURSEMENT	0	100	100	100	100
581120		CONFERENCES AND MEMBERSHIPS	1,175	1,000	1,087	1,200	1,200
581135		SCHOOLING AND EDUCATION	135	1,000	913	1,000	1,000
		TOTAL CONTRACTUAL SERVICES	**$16,344**	**$50,100**	**$88,482**	**$41,300**	**$39,300**
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	$180,318	$150,000	$284,681	$150,000	$150,000
589200		SIGNS	5,446	10,000	10,000	10,000	10,000
		TOTAL SUPPLIES AND MATERIALS	**$185,764**	**$160,000**	**$294,681**	**$160,000**	**$160,000**
		TOTAL PW STREETS	**$1,745,219**	**$1,866,470**	**$2,166,587**	**$1,942,895**	**$1,935,895**

PUBLIC WORKS - SOLID WASTE DIVISION

Mark Mehall, Superintendent of Solid Waste
860-584-7792 Ext. 2
MarkMehall@bristolct.gov

Service Narrative

The Solid Waste Division of the Public Works Department is charged with curbside collection of residential solid waste including rubbish, recycling, yard waste, bulk waste, leaves, brush, and Christmas trees. The Division is also responsible for operation and management of the Solid Waste Transfer Station, Compost Site, and Landfill. The Solid Waste Division is further responsible for compliance with State of Connecticut recycling guidelines, participating in the Code Enforcement Committee, organizing and managing Bristol's Household Hazardous Waste Collection, and special Electronic Collections.

Fiscal Year 2018 Major Service Level Accomplishments

- Purchased "Route Smart" routing software through DEEP grant.
- Conducted city-wide Electronics Collection event.
- Hosted Household Hazardous Waste Collection event at City Yard.
- Reintroduced onsite brush and yard waste processing at Transfer Station.
- Increased the frequency of special bulk curbside collections.
- Integrated the DEEP "What's In, What's Out", campaign into curbside collection operations.
- Partnered with organics processor for management of leaves/yard waste.
- Directed city rubbish and recycling barrel deployment and retrieval to several special events.
- Purchased six month barrel inventory.

Public Works - (continued)

Fiscal Year 2019 Major Service Level Goals

- Audit and educate regarding city-wide recycling compliance.
- Increase curbside recycle rates.
- Reduce the amount of illegal bulk set outs through increased bulk collection promotion, inspection and enforcement action.
- Incorporate new Transfer Station administrative office into operations.
- Manage $2.5 million in deployed city barrel inventory.
- Incorporate route management software system into solid waste operations.

Performance Measures

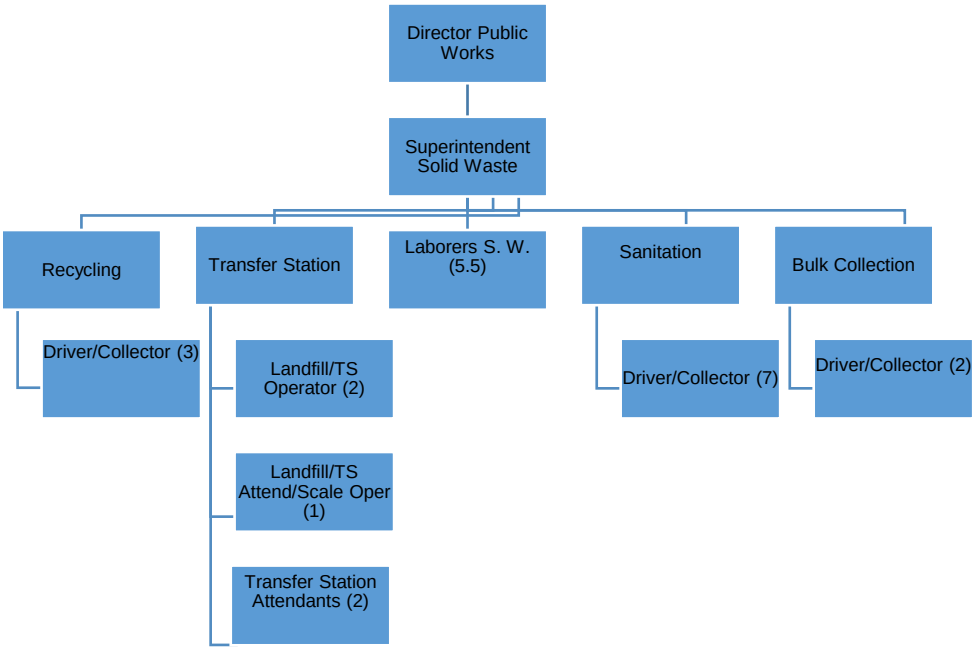
Activity	FY 2017	FY 2018	FY 2019
Transfer Station–MSW, tons/yr.	2,191	2,100	2,100
Transfer Station- Paint Recycled, tons per year	10	12	12
Transfer Station-# of Res. Permits	8,067	8,593	8,500
Rubbish Collection, tons/yr.	15,751	14,579	14,900
Recycling Bi-Weekly, coll., tons/yr.	5,272	4,799	4,900
Yard Waste Collection, tons/yr.	2,527	2,152	2,250
Yard Waste Collection, customers	3,438	3,685	3,600
Bulk Collection, tons/yr.	697	521	625
Leaf Bag Collection, tons/yr.	1,323	1,513	1,500
Christmas Tree Collection, tons/yr.	28	26	26

Expenditure and Position Summary

	2017 Actual	2018 Estimated	2019 Budget
Salary Expenditures	$956,944	$1,027,645	$995,100
Full Time Positions	17.5	17.5	17.5

Public Works - (continued)

Organizational Chart



Note: One Half Laborer, Two Transfer Station Attendants, One Transfer Station Attendant/ Scale Operator and Two Transfer Station Operators are funded through the Transfer Station Fund (Special Revenue Fund).

Budget Highlights

0013016 PUBLIC WORKS SOLID WASTE

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	$861,439	$874,700	$934,368	$911,705	$911,705
515100		OVERTIME	81,369	78,000	83,875	78,395	78,395
515200		PART TIME	13,437	0	4,402	0	0
517000		OTHER WAGES	700	5,000	5,000	5,000	5,000
		TOTAL SALARIES	**$956,944**	**$957,700**	**$1,027,645**	**$995,100**	**$995,100**
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	$238	$1,785	$1,785	$1,785	$1,785
534200		ENVIRONMENTAL MONITORING	34,405	50,000	50,000	35,000	35,000
542110		HAZARDOUS WASTE COLLECTION	(287)	25,000	25,000	8,000	8,000
554000		TRAVEL REIMBURSEMENT	0	55	55	55	55
557700		ADVERTISING	750	750	750	750	750
581120		CONFERENCES AND MEMBERSHIPS	200	230	230	230	230
581135		SCHOOLING	0	200	200	200	200
		TOTAL CONTRACTUAL SERVICES	**$35,306**	**$78,020**	**$78,020**	**$46,020**	**$46,020**
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	$5,242	$16,700	$16,700	$10,000	$10,000
		TOTAL SUPPLIES AND MATERIALS	**$5,242**	**$16,700**	**$16,700**	**$10,000**	**$10,000**
CAPITAL OUTLAY							
570900	16025	EQUIPMENT	$225	$0	$0	$0	$0
579999		EQUIPMENT	0	0	0	31,490	0
		TOTAL CAPITAL OUTLAY	**$225**	**$0**	**$0**	**$31,490**	**$0**
CITY REFUSE COST							
542120		TIPPING FEES	$713,605	$461,245	$461,245	$802,600	$802,600
		TOTAL CITY REFUSE COST	**$713,605**	**$461,245**	**$461,245**	**$802,600**	**$802,600**
OPERATING TRANSFERS OUT							
590000		TRANSFER TO SOLID WASTE FUND (121)	($713,605)	($461,245)	($461,245)	($802,600)	($802,600)
		TOTAL OPERATING TRANSFERS OUT	**($713,605)**	**($461,245)**	**($461,245)**	**($802,600)**	**($802,600)**
		TOTAL PW SOLID WASTE	**$997,717**	**$1,052,420**	**$1,122,365**	**$1,082,610**	**$1,051,120**

PUBLIC WORKS – FLEET MAINTENANCE

William Wolfe
Public Works Fleet Manager
Office: 860-584-7792 ext. 3 (Internal 4100)

Service Narrative

The Public Works Equipment Maintenance division is dedicated to managing a fleet of mechanically safe, and dependable vehicles, utilizing diagnostics programs, welding and fabrication, parts management, and preventative maintenance procedures to maintain effective delivery of fleet services. Responsibilities include, providing general maintenance and repair to approximately 200 vehicles and large pieces of construction equipment for the following divisions. Solid Waste Division has a fleet of seventeen automated trucks used daily for rubbish pick-up, yard waste collection, and recycling routes. While the automated trucks perform a very efficient function in the collection of rubbish, yard waste, and recycling; the trucks do require extra repairs and maintenance associated with their sophisticated hydraulic arms and electronic systems; the Street Division's trucks, including plows and material spreaders, heavy and light equipment, and power equipment; the WPC Division's fleet of trucks, heavy equipment, vehicles, and power equipment; the Solid Waste Division's conventional rear packer trucks, transfer station loader and related equipment; and the passenger vehicles of the Administration and Engineering Divisions. The Division also maintains and repairs 110 pieces of small power equipment such as chain saws, pumps and generators.
General Preventative Maintenance Services are provided by the Division to 45 Police Department cars and trucks, 7 Building Department vehicles, 3 Human Resource Agency vans, 3 Youth Services Department vehicles, Library Department vehicle, and Personnel Department vehicle. Other services include fuel system management, and regulatory compliance; including emission testing, vehicle safety, and garage infrastructure.

Fiscal Year 2018 Major Service Level Accomplishments

- Maintained fleet vehicles and construction equipment
- Improved service repairs and delivery time, reducing repeat repairs
- Analyzed and projected vehicle and equipment replacement budget, meeting service needs of the Department

Fiscal Year 2019 Major Service Level Goals

- Maintain Preventative Maintenance standards and improve service delivery.
- Maintain inventory, streamline parts and fluids requisition for repairs for City vehicles and equipment maintained by Public Works.
- Research, specify, order and take delivery of equipment and vehicles funded for purchase.
- Standardize the vehicle fleet service maintenance and bid specification. procedures, while utilizing new vehicle technologies for greater efficiency.
- Implement use of fleet management software to control cost of fleet maintenance.

Public Works - (continued)

Performance Measures

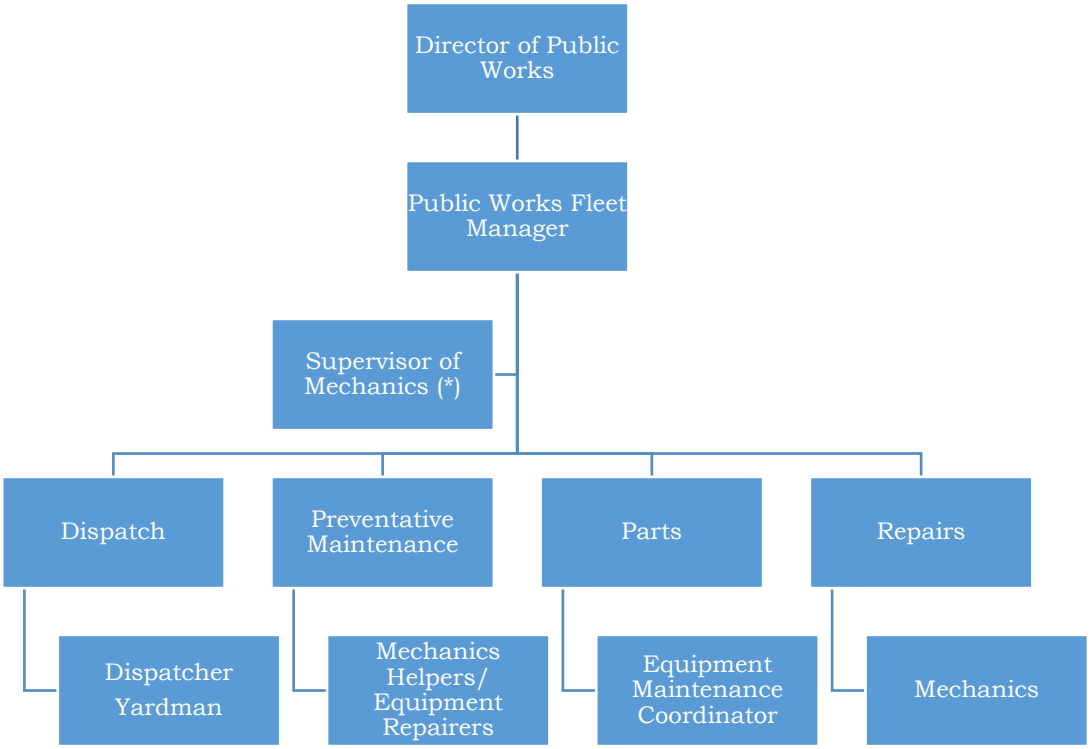
Quantitative:

Activity	FY 16 Actual	FY 17 Actual	FY 18 Actual
Major Vehicle and Equipment Repairs	500	450	450
Miscellaneous Repairs	550	600	600
Vehicle and Equipment Lubrications	300	325	325
Tires Changed	200	190	190

Expenditure and Position Summary

	2017 Actual	2018 Estimated	2019 Budget
Salary Expenditures	$573,476	$660,394	$634,300
Full time Positions	10	10	10

Organizational Chart



** Supervisor of Mechanics is an assignment filled by one of the 4 Mechanics when needed to support operations as required*

Public Works - (continued)

Budget Highlights

0013017 PUBLIC WORKS FLEET MAINTENANCE

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	$527,090	$558,055	$596,256	$583,300	$583,300
515100		OVERTIME	42,648	58,865	63,138	63,870	50,000
517000		OTHER WAGES	3,738	1,000	1,000	1,000	1,000
		TOTAL SALARIES	**$573,476**	**$617,920**	**$660,394**	**$648,170**	**$634,300**
CONTRACTUAL SERVICES							
541000		PUBLIC UTILITIES	$22,657	$27,825	$27,825	$24,000	$24,000
541100		WATER AND SEWER CHARGES	1,508	1,805	1,805	1,920	1,920
543000		REPAIRS AND MAINTENANCE	55,048	40,000	40,000	50,000	50,000
543100		MOTOR VEHICLE SERVICE AND REPAIR	312,695	330,000	330,000	340,000	340,000
544400		RENTS AND LEASES	0	15,000	15,000	15,000	10,000
581120		CONFERENCES AND MEMBERSHIPS	175	115	322	175	175
581135		SCHOOLING AND EDUCATION	135	500	293	500	500
		TOTAL CONTRACTUAL SERVICES	**$392,218**	**$415,245**	**$415,245**	**$431,595**	**$426,595**
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES AND MATERIALS	$8,550	$13,700	$13,700	$10,000	$10,000
561800		PROGRAM SUPPLIES	21,932	23,000	23,000	23,000	23,000
562100		HEATING OIL	0	500	500	500	500
562200		NATURAL GAS	16,323	24,000	24,000	18,000	18,000
562600		MOTOR FUELS	323,165	300,000	300,000	325,000	325,000
563000		MOTOR VEHICLE PARTS	451,484	335,000	335,000	375,000	375,000
563100		TIRES, TUBES, CHAINS, ETC	114,294	130,000	130,000	130,000	120,000
		TOTAL SUPPLIES AND MATERIALS	**$935,749**	**$826,200**	**$826,200**	**$881,500**	**$871,500**
		TOTAL PW FLEET MAINTENANCE	**$1,901,443**	**$1,859,365**	**$1,901,839**	**$1,961,265**	**$1,932,395**

PUBLIC WORKS - SNOW REMOVAL

Jason Morrocco, Superintendent of Streets
Office: 860-584-7792 Ext. 1
JasonMorrocco@bristolct.gov

Service Narrative

Snow removal is handled by the Streets Maintenance Operations Division of the Public Works Department and consists of clearing and road treatments of the 254 miles of accepted City streets; including various municipal and Board of Education parking lots.

The Division purchases treated salt which is applied on the roads. The division stockpiles its road salt in two storage domes. The main dome on Vincent P. Kelly Road serves as the main storage facility for the City as well as the distribution center for the southern and northeastern parts of the City. The satellite dome on James P. Casey Road serves the northeastern and northwestern parts of the City. Of the Division's twenty one trucks equipped with salt spreading equipment, nineteen trucks are also equipped with magnesium chloride systems which wet the treated salt as it is being distributed on the roadway surface. This additive enhances the melting capability of the salt and keeps it active at lower temperatures.

Snowfall accumulations for 2017-2018 produced approximately 68.5" of snowfall. The winter season started in December and concluded in late March, 2018. The Division personnel responded to many events during the winter season ranging from calls for limited treatment of icy patches to full operations for clearing the roads of sleet or heavy snow accumulations. Private contractors assisted snow clearing operations 7 times during the winter season.

Public Works - (continued)

The 2017-2018 winter season saw all areas of the City serviced using treated salt. Sand will be used as an abrasive for limited special occasions where treated salt alone is not effective.

Fiscal Year 2018 Major Level Accomplishments

- Used all available municipal equipment to combat winter accumulations.

Fiscal Year 2019 Major Service Level Goals

- Improve snow removal and de-icing processes.
- Review, amend, and monitor plow routes and prioritize which roads will receive road treatments and/or plowing based on traffic conditions and locations.
- Provide emergency road treatments and/or plowing for police, fire, medical services and school buses.

Long Terms Goals

- Reduce economic losses to the community by having streets cleared as soon as possible.
- Amend plow routes and procedures for staff and contractors to best respond to weather events. Use route management software to develop adjusted routes.
- Continue to explore the use of advanced treatments to minimize impact to the environment.
- Incorporate route management and GIS tracking into winter operations.

Budget Highlights

0013018 PUBLIC WORKS SNOW REMOVAL

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
515100		OVERTIME	$237,707	$250,000	$268,663	$250,000	$250,000
517000		OTHER WAGES	(178)	0	0	0	0
		TOTAL SALARIES	**$237,528**	**$250,000**	**$268,663**	**$250,000**	**$250,000**
CONTRACTUAL SERVICES							
543000		REPAIRS AND MAINTENANCE	$8,845	$7,000	$7,000	$7,000	$7,000
543100		MOTOR VEHICLE SERVICE AND REPAIR	0	10,000	10,000	10,000	10,000
544410		SNOW PLOWING FEES	337,395	305,200	305,200	305,200	305,200
		TOTAL CONTRACTUAL SERVICES	**$346,240**	**$322,200**	**$322,200**	**$322,200**	**$322,200**
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	$504,833	$462,500	$462,500	$462,500	$462,500
563000		MOTOR VEHICLE PARTS	18,662	25,000	25,000	10,000	10,000
563100		TIRE, TUBES, CHAINS, ETC	129	6,000	6,000	6,000	6,000
		TOTAL SUPPLIES AND MATERIALS	**$523,623**	**$493,500**	**$493,500**	**$478,500**	**$478,500**
CAPITAL OUTLAY							
579999		EQUIPMENT	$0	$0	$0	$15,000	$0
		TOTAL CAPITAL OUTLAY	**$0**	**$0**	**$0**	**$15,000**	**$0**
		TOTAL PW SNOW REMOVAL	**$1,107,392**	**$1,065,700**	**$1,084,363**	**$1,065,700**	**$1,050,700**

PUBLIC WORKS - MAJOR ROAD IMPROVEMENTS

Service Narrative

The Public Works Major Road Improvements portion of the budget is managed by the Engineering Division and provides the annual funding needed to maintain the 254 miles of the City's roadway infrastructure which includes travel-way maintenance (pavement overlays, crack sealing, crack filling, curb installation and repair), sidewalk repairs fronting on City properties, pavement excavation repairs (Permanent Patch program), and road surface treatment (nova-chip, etc.).

Fiscal Year 2018 Major Service Level Accomplishments

- Fully implement Roadway Pavement Management System based roadway condition inventory and rating system to assist in maximizing efficient use of repair funds.
- Improve storm drainage on roadways prior to paving.

Fiscal Year 2019 Major Service Level Goals

- Train field personnel to perform and update pavement management system.
- Improve roadway curbing on City streets.

Long Terms Goals

- Maximize efficiency of roadway maintenance spending by using available technologies to extend life of streets.
- Minimize impact of utility cuts on roadways.

Performance Measures

Quantitative:

Activity	**2015-2016**	**2016-17**	**2017-18**
Sidewalk repairs (square)	2,800	2,800	3,200
New Bituminous Curbing (linear ft)	1,500	1,200	1,700
Pavement Crack Filling (lane miles)	21	19	8
Annual Road Resurfacing			
Pavement Resurfaced (miles)	11	13	12
Pavement Milling (miles)	7	8	12
Surface Treatment (miles)	3	0	2
Reclamation Base Repairs (miles)	4	5	3
Handicap Ramp Installation (each)	22	32	12
Slipform Concrete Curb (linear ft)	2,200	2,400	2,300
Storm Drainage Repairs (road miles)	2	1	7
Roadside Barrier/Bridge Abutment (ft)	600	120	200
Police Traffic Control (hours)	220	260	310

Public Works - (continued)

Budget Highlights

0013019 PUBLIC WORKS MAJOR ROAD IMPROVEMENTS

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
515100		OVERTIME	$34,237	$12,000	$13,975	$22,000	$22,000
		TOTAL SALARIES	**$34,237**	**$12,000**	**$13,975**	**$22,000**	**$22,000**
CONTRACTUAL SERVICES							
543000		REPAIRS AND MAINTENANCE	$924,106	$2,039,510	$6,335,438	$2,128,000	$1,900,000
543000	17G13	REPAIRS AND MAINTENANCE	2,486,925	0	0	0	0
		TOTAL CONTRACTUAL SERVICES	**$3,411,031**	**$2,039,510**	**$6,335,438**	**$2,128,000**	**$1,900,000**
		TOTAL PW MAJOR ROAD IMPROVE.	**$3,445,267**	**$2,051,510**	**$6,349,413**	**$2,150,000**	**$1,922,000**

PUBLIC WORKS – RAILROAD MAINTENANCE

Service Narrative

The Public Works Railroad Maintenance cost center is managed by the Public Works Engineering Division. Responsibilities include coordinating the maintenance functions for the City's 1.9-mile long railroad spur/siding that serves the northwest industrial park and includes an elevated bridge and three (3) at-grade crossings. The maintenance functions are contracted out to a railroad maintenance company that is required to inspect, clear brush from, and make repairs to the railroad spur/siding as necessary. The Department oversees the performance of the yearly inspection and maintenance efforts to ensure railroad reliability for business along the spur.

Fiscal Year 2019 Major Service Level Goals

The City is continuing to perform maintenance and upgrade work on the railroad spur system. Work continues on a capital improvement project to complete major maintenance of an elevated bridge and replacement of rail ties on approximately 1 mile of the spur.

Public Works - (continued)

Budget Highlights

0013020 PUBLIC WORKS RAILROAD MAINTENANCE

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
CONTRACTUAL SERVICES							
541000		PUBLIC UTILITIES	$270	$300	$300	$300	$300
543000		REPAIRS AND MAINTENANCE	9,000	10,000	10,000	9,000	9,000
544400		RENTS AND LEASES	4,481	5,000	5,000	5,000	5,000
589100		MISCELLANEOUS RAILROAD UPKEEP	1,500	11,000	185,504	30,000	30,000
		TOTAL CONTRACTUAL SERVICES	**$15,251**	**$26,300**	**$200,804**	**$44,300**	**$44,300**
		TOTAL PW RAILROAD MAINTENANCE	**$15,251**	**$26,300**	**$200,804**	**$44,300**	**$44,300**

PUBLIC WORKS – OTHER CITY BUILDINGS

David P. Oakes, Public Works Facilities Manager
860-584-6107
davidoakes@bristolct.gov

Service Narrative

This budget is administered by the Building Maintenance Division and provides for operation of maintenance repairs and renovations for the Animal Control Facility, the City's five Firehouses, Beals Senior/Community Center, Youth Services, Public Works City Yard facilities, Main Library, Manross Library and other buildings transferred to the City. Transferred buildings include schools closed by the Board of Education plus private properties obtained by the City through purchase and foreclosure actions. Duties include minor and major maintenance as well as coordination with outside vendors for maintaining the building structures and plant.

Fiscal Year 2018 Major Service Level Accomplishments

- Maintained and safeguarded Memorial Boulevard School (MBS) for future use by Board of Education.
- Transferred ownership of MBS to BOE for future use as magnet school in January 2018.
- Provided landscaping services at Centre Square Green to allow use for weekly Farmer's Markets and other community based events planned by Chamber of Commerce.
- Completed concrete floor grinding and epoxy painting of Animal Control Facility floors and walls as required by the State of CT Department of Agriculture, including fencing repairs due to canine damages.
- Completed repairs to 296 Riverside Avenue roof system due to damages from vandalism.

Fiscal Year 2019 Major Service Level Goals

- Upgrade Probate Court doors with automated openers for ADA compliance.
- Install exterior lighting along the new parking lot connector road at Beals Centers.
- Replace gutter systems at the Animal Control Facility and Fire House #2.
- Remove fuel oil underground storage tank at Fire House #2.

Public Works - (continued)

Budget Highlights

0013021 PUBLIC WORKS OTHER CITY BUILDINGS

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
CONTRACTUAL SERVICES							
541000		PUBLIC UTILITIES	$15,137	$15,000	$15,000	$14,000	$14,000
541100		WATER AND SEWER CHARGES	1,985	4,000	4,000	7,260	4,000
543000		REPAIRS AND MAINTENANCE	83,629	85,000	85,000	80,000	80,000
		TOTAL CONTRACTUAL SERVICES	**$100,752**	**$104,000**	**$104,000**	**$101,260**	**$98,000**
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES AND MATERIALS	$993	$2,000	$2,000	$2,000	$2,000
562100		HEATING FUELS	74,254	70,000	70,000	75,000	75,000
562200		NATURAL GAS	37	500	500	500	500
		TOTAL SUPPLIES AND MATERIALS	**$75,284**	**$72,500**	**$72,500**	**$77,500**	**$77,500**
		TOTAL PW OTHER CITY BUILDINGS	**$176,035**	**$176,500**	**$176,500**	**$178,760**	**$175,500**

PUBLIC WORKS – FLEET

William Wolfe, Public Works Fleet Manager
Office: 860-584-7792 ext. 100

Service Narrative

This division manages the capital fleet and equipment purchases and replacements for Public Works. The division researches and drafts detailed specifications for procurement of fleet vehicles and equipment, as part of the approved annual budget. As part of asset management, fleet condition is analyzed, life expectancy is forecasted, and replacement schedule is to focus on meeting the operational needs of each division. The division continuallys seek ways to achieve greater reliability and lower operational and maintenance expenditures.

The 2018-2019 budget of $1,169,000 approved by the Board of Finance appropriately funds the identified needs of the Public Works Department.

Public Works - (continued)

Budget Highlights

0013026 PUBLIC WORKS FLEET

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
CAPITAL OUTLAY							
570400	17005	SKID STEER	$82,666	$0	$0	$0	$0
570400	17010	ROLL OFF	23,400	0	0	0	0
570400	17011	SNOW THROWER	16,885	0	0	0	0
570400	17013	CHIPPER	62,877	0	0	0	0
570400	17015	HOT BOX	25,109	0	0	0	0
570400	18014	MOWER	0	25,000	41,000	0	0
570400	18016	R/O CANS	0	28,000	28,000	0	0
570400	18017	REC COMP	0	80,000	48,000	0	0
570400	18026	MACH EQUIP	0	0	9,000	0	0
570500	15002	DUMP TRUCK	(1,721)	0	1,721	0	0
570500	17002	REPLACE DUMP BODY	9,527	0	0	0	0
570500	17003	10 WHEEL DUMP TRUCK	0	0	214,900	0	0
570500	17004	REPLACE DUMP BODY	16,400	0	0	0	0
570500	17006	AUTOMATED RUBBISH TRUCK	263,326	0	0	0	0
570500	17007	2 REAR PACKER BODIES	0	0	170,000	0	0
570500	17009	REPLACE BODY BULK TRUCK	11,650	0	0	0	0
570500	17012	MECHANIC TRUCK	0	0	81,580	0	0
570500	17014	ADMIN VEHICLE	33,231	0	0	0	0
570500	18012	DUMP TRUCK	0	206,000	206,000	0	0
570500	18013	SWEEPER	0	275,000	0	0	0
570500	18015	RUBBISH TRUCK	0	300,000	274,000	0	0
570500	18018	DUMP TRUCK	0	0	206,000	0	0
570500	18019	PICK-UP	0	0	50,000	0	0
570500	18020	PICK-UP	0	0	45,000	0	0
570500	18025	DUMP REFUR	0	0	23,000	0	0
579999		EQUIPMENT	0	0	0	1,169,000	1,169,000
		TOTAL CAPITAL OUTLAY	**$543,350**	**$914,000**	**$1,398,201**	**$1,169,000**	**$1,169,000**
		TOTAL PW FLEET	**$543,350**	**$914,000**	**$1,398,201**	**$1,169,000**	**$1,169,000**

PUBLIC WORKS – LINE PAINTING

Service Narrative

The Public Works Line Painting cost center provides funds for repainting faded pavement markings on approximately 254 linear miles of City streets. The existing roadway painting deteriorates due to age, traffic loads and normal sun damage. The work, which is performed by outside contractors and overseen by the Public Works Engineering Division, consists of the reestablishment of all pavement marking within the City right-of-way, including roadway center lines, pavement edge (fog) lines, crosswalks, stop bars, traffic arrows, and parking spaces. The purpose of this work is to support safe traffic flow on City streets.

Account expenditures consist primarily of contract services of pavement marking contractor (97% of budget). However, account expenditures also includes overtime for inspection and traffic control provided by off duty police.

Public Works - (continued)

Budget Highlights

0013027 PUBLIC WORKS LINE PAINTING

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
515100		OVERTME	$0	$500	$513	$500	$500
		TOTAL SALARIES	**$0**	**$500**	**$513**	**$500**	**$500**
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES	$54,641	$140,000	$225,359	$140,000	$140,000
		TOTAL CONTRACTUAL SERVICES	**$54,641**	**$140,000**	**$225,359**	**$140,000**	**$140,000**
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	$0	$500	$500	$0	$0
		TOTAL SUPPLIES AND MATERIALS	**$0**	**$500**	**$500**	**$0**	**$0**
		TOTAL PW LINE PAINTING	**$54,641**	**$141,000**	**$226,372**	**$140,500**	**$140,500**

PUBLIC WORKS – STREET LIGHTING

Service Narrative

The City purchased the roadway street lighting infrastructure from Connecticut Light and Power, now Eversource Electric, in December 2014. The Public Works Department is responsible for the maintenance and utility costs associated with more than 5,480 streetlights, as well as the installation of new streetlights at locations approved by the Miscellaneous Matters Committee of the Board of Public Works. Maintenance and new installations are done under contract by a private vendor working for the City.

Public Works - (continued)

Fiscal Year 2018 Major Service Level Accomplishments

The Department completed a capital improvement project to replace the existing City street lights with LED fixtures. The Department modified the street light maintenance contract from a set monthly cost to a unit based contract to reduce maintenance cost. The primary goals of the Department are to reduce street light outage time and confirm the actual savings from the LED conversion.

Budget Highlights

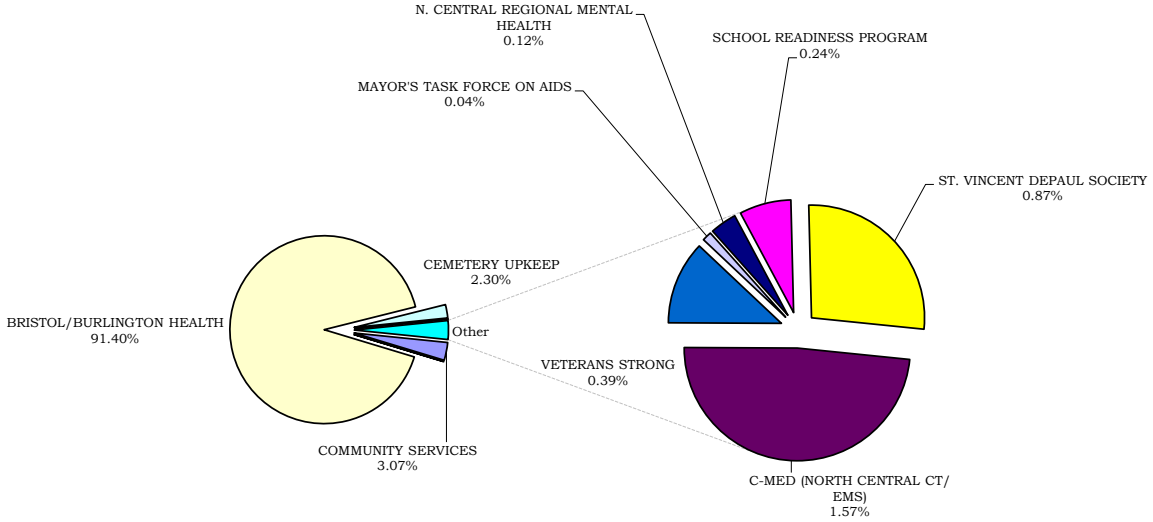
0013040 PUBLIC WORKS STREET LIGHTING

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
CONTRACTUAL SERVICES							
541200		STREET LIGHTING	$371,515	$145,000	$146,500	$140,000	$140,000
543000		REPAIRS AND MAINTENANCE	190,636	75,000	75,000	68,000	68,000
		TOTAL CONTRACTUAL SERVICES	**$562,151**	**$220,000**	**$221,500**	**$208,000**	**$208,000**
		TOTAL PW STREET LIGHTING	**$562,151**	**$220,000**	**$221,500**	**$208,000**	**$208,000**

CITY OF BRISTOL, CONNECTICUT
2018-2019 BUDGET
GENERAL FUND EXPENDITURE SUMMARY FOR HEALTH AND SOCIAL SERVICES

ORGCODE	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
0014012	COMMUNITY SERVICES	$85,845	$103,070	$106,853	$105,575	$105,575
0014210	BRISTOL/BURLINGTON HEALTH	3,227,732	3,144,330	3,144,330	3,212,350	3,144,330
0014314	BRISTOL PRESCHOOL	5,000	0	0	0	0
0014500	N. CENTRAL REGIONAL MENTAL HEALTH	4,233	4,235	4,235	4,235	4,235
0014500	ST. VINCENT DEPAUL SOCIETY	49,188	27,000	37,500	60,000	30,000
0014500	C-MED	50,165	52,020	52,020	53,840	53,840
0014500	SUBSTANCE ABUSE ACTION COUNCIL	3,800	3,800	3,800	0	0
0014500	MAYOR'S TASK FORCE ON AIDS	1,465	1,500	1,500	1,500	1,500
0014500	VETERANS STRONG	18,500	13,560	13,560	13,305	13,305
0014550	CEMETERY UPKEEP	79,075	79,075	79,075	79,075	79,075
0014654	SCHOOL READINESS PROGRAM	2,829,398	8,240	2,922,092	8,220	8,220
TOTAL HEALTH AND SOCIAL SERVICES		**$6,354,401**	**$3,436,830**	**$6,364,965**	**$3,538,100**	**$3,440,080**

HEALTH AND SOCIAL SERVICES SUMMARY 2018-2019



COMMUNITY SERVICES

Eileen M. McNulty, Director
(860)-314-4690 Option 3
eileenmcnulty@bristolct.gov

Service Narrative

The Community Services Department provides adults with information, referrals, advocacy, budget counseling, short term case management and support, fair housing information, and relocation assistance in accordance with state regulations. Staff assist clients to complete applications to access programs to meet basic needs and facilitate links to agencies and organizations providing health and human services resources. The Community Services Department provides budget counseling and one-time assistance with an urgent need to prevent residents from descending into a long-term crisis or life altering circumstances.

The Department has a coordinated system to assist residents with short-term storage of belongings following an eviction or relocation, holds auctions, and processes compensation and liens as warranted.

Fiscal Year 2018 Major Service Level Accomplishments

- Provided information, referrals, advocacy and assistance for completing applications for housing, Medicare, Medicare Part D, Medicare Saving programs, SNAP (food stamps), Access Health & Medicaid or Title XIX and for, domestic violence information and referrals and other benefits for over 324 adults and disabled residents who were eligible. Provided case management services by meeting with residents an average of 3 times each to monitor progress and complete applications and re-determinations.
- Provided support and assistance to 130 homeless adults.
- Of the 148 families who were scheduled for eviction and foreclosures, 33 were assisted with storage. Assisted 6 families to retrieve their personal property after evictions or foreclosures. Facilitated 9 auctions of personal property.
- Afforded 12 families the ability to relocate their belongings and 15 families to meet the differential expense in rental payments after being displaced from their homes due to a condemnation of their dwelling.
- Assisted 365 residents with transportation needs and basic needs to obtain employment, to maintain employment, or access necessary appointments.
- Assisted 26 individuals with job readiness skills and resume production.
- Collaboration and referral to local, regional and state agencies including but not limited to: 211 InfoLine, Agape House, American Red Cross, Amy's Angels, Brian's Angels, Bristol Boys & Girls Club, Building Department, Bristol Development Authority, Bristol Hospital, Bristol Water Department, Central Connecticut Coordinated Access Network, City Assessor's office, City Corporation Counsel's office, Town and City Clerk's office, Christian Fellowship Center, Crisis Hotline, Connecticut Local Administrators of Social Services, Community Health Center, Community Health Resources, Community Mental Health Affiliates, Elderly Protective Services, Human Resources Agency, Prudence Crandall, Rapid Re-Housing, Salvation Army, Social Security Administration, State Department of Social Services, State Department of Veterans' Affairs, Statewide Legal Aid, St. Vincent DePaul shelter, Veterans Strong, Wheeler Clinic, Youth Services, and towns receiving Bristol residents.
- Staff attended annual state training and was re-certified as the municipal veterans' service contact person as required per Public Act 13-34.
- Staff re-certified as State of Connecticut CHOICES counselor for Medicare.

Health and Social Services- (continued)

Fiscal Year 2019 Major Service Level Goals

- Assist adults with completing applications and accessing services, goods and benefits for which they need or are eligible for to support life transitions, improve quality of life, or maintain an existence that provides for basic needs.
- Help families avoid eviction and assist those who have been evicted/foreclosed upon to retrieve personal property from City storage.
- Pursuant to the Uniform Relocation Act, coordinate relocation assistance to residents in need within the City's relocation plan, due to condemnation of a property or code enforcement activity.
- Provide landlord/tenant educational materials, current landlord and apartment listings, low-income, elderly and disabled options for clients seeking housing.

Long Terms Goals

- Educate the public on housing matters and advocate for low-income families to bridge the gap between under-employment and accessing affordable housing
- To inform the public of new or changing policies and procedures in City, state and federal programs, and advocate for disadvantaged populations.
- To cooperate with area and state agencies to improve and expedite the processing of applications and gaining access to services, goods and benefits, to support life transitions, improve quality of life, or maintain an existence that provides for basic needs.
- To help families avoid eviction and foreclosure.
- To assist those who need to relocate due to condemnation of a property/code enforcement activity.
- To assist residents to attain employment and an income to sustain an affordable lifestyle to support the needs of housing, food, clothing and health care.
- To affirmatively further Fair Housing.
- To upgrade data collection and reporting systems.

Performance Measures

Quantitative:

	FY 2016	**FY 2017**	**FY 2018**
Transportation Needs	263	342	365
Medicare, Medicaid, SNAP Applications	189	213	170
Urgent Medical Needs	19	24	21
Case Management	251	301	324
Relocation Assistance	49 families	8 families	12 families
Homeless Assistance & Referrals	90	44	130
Housing Assist/Avoiding Eviction	44	107	162
Eviction Storage	51	19	33
Auctions	11	7	9

Health and Social Services- (continued)

Qualitative:

Bristol residents who are disabled or whose income is at a level of poverty have been able to sustain a basic lifestyle and access healthcare through having assistance managing crisis situations, processing applications for assistance, distributing vouchers, and supportive case management.

Expenditure and Position Summary

	2017 Actual	2018 Estimated	2019 Budget
Salary Expenditures	$45,832	$50,358	$49,010
Full Time Positions	1	1	1

Organizational Chart

Budget Highlights

0014012 COMMUNITY SERVICES

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	$45,561	$45,895	$49,645	$48,360	$48,360
515100		OVERTIME	271	680	713	650	650
		TOTAL SALARIES	**$45,832**	**$46,575**	**$50,358**	**$49,010**	**$49,010**
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	$600	$520	$520	$560	$560
543000		REPAIRS AND MAINTENANCE	1,050	2,040	2,040	2,040	2,040
553000		TELEPHONE	415	540	540	565	565
553100		POSTAGE	88	240	240	240	240
554000		TRAVEL REIMBURSEMENT	248	315	315	320	320
581120		CONFERENCES AND MEMBERSHIPS	335	360	360	360	360
581240		WELFARE EVICTIONS AND AUCTIONS	6,621	8,000	8,000	8,000	8,000
581745		NONREIMBURSEABLE INCIDENTALS	1,995	2,000	2,000	2,000	2,000
587232		RELOCATION	28,182	42,000	42,000	42,000	42,000
		TOTAL CONTRACTUAL SERVICES	**$39,534**	**$56,015**	**$56,015**	**$56,085**	**$56,085**
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES AND MATERIALS	$80	$80	$80	$80	$80
569000		OFFICE SUPPLIES	400	400	400	400	400
		TOTAL SUPPLIES AND MATERIALS	**$480**	**$480**	**$480**	**$480**	**$480**
		TOTAL COMMUNITY SERVICES	**$85,845**	**$103,070**	**$106,853**	**$105,575**	**$105,575**

BRISTOL BURLINGTON HEALTH DISTRICT

Marco Palmeri, Director
860-584-7682
240 Stafford avenue
marcopalmeri@bristolct.gov

Overview

The Bristol-Burlington Health District or "BBHD" is a full-service public health district serving the towns of Bristol and Burlington. The Health District is organized under the provisions stated in Chapter 368f of the General Statutes of the State of Connecticut. It is a quasi-governmental agency. The mission of BBHD is to improve the quality of life in our communities by preventing, minimizing and investigating health problems and hazards in the community.

Programs and Services

The Bristol-Burlington Health District provides many essential health services including investigation of disease outbreaks, regulation of known sources of health hazards such as food establishments, and health education and prevention services such as immunizations and preventive health screenings. The Health District also provides school and oral health care, public health emergency planning and coordination, and environmental health inspections. More information about programs and services can be found at www.bbhd.org.

Fiscal Year 2018 Major Service Level Accomplishments

- Continued consolidation of older medical and administration records.
- Using Block Grant funding, addressed and implemented programs targeted at obesity (grades 2 and 3), healthy eating and classroom gardens, and increased Environmental Health programs including enhanced food protection inspection and posting of scores on the BBHD Web Page (www.bbhd.org).
- Using Block Grant funding, addressed physical exercise by supporting a new walking path around the Senior Citizens Center property at 240 Stafford Avenue. This is a safe path for all citizens to use, with safe parking nearby. Construction work was provided by the City of Bristol, with the completion of the path in September 2017.
- Increased number of food service inspections and training of temporary food event participants.
- Changes were made to the Food Service Enforcement program to comply with Connecticut Statutes adopted in FY 2017. A concerted effort was made to inform all licensed facilities in the City of Bristol and Town of Burlington.
- Added dental hygiene services to middle school grades to include grades 6, 7 and 8. This brings these services to all levels, K – 8.

Fiscal Year 2019 Major Service Level Goals

- Maintenance of service levels with level funding.
- Update Food Service Enforcement to meet state requirements of the 2017 FDA Code effective July 1, 2018.
- Increase service level in Environmental Health programs such as public pools, day care, nail salons and subsurface sewage disposal.
- Provide First Aid, CPR and AED training to small groups, to enhance the ability of residents to respond to accidents and incidents where they can preserve and save lives while waiting for emergency medical responders to arrive.

Health and Social Services- (continued)

- Enhance online records management in areas of subsurface sewage disposal and private water supply wells by scanning records into digital form and making them rapidly available to the public via internet browser.
- Enhance staff training in emergency response to outbreaks of disease or other conditions affecting the public's health and well-being, in accordance with state and federal guidelines.
- Continue and enhance the use of social media such as Facebook and the BBHD web page to provide information to the public concerning public health, the services of BBHD and current topics in public health.

Long-Term Goals

- Reduce the number of children, adolescents and adults who are overweight or obese.
- Increase the proportion of residents who are vaccinated for preventable diseases.
- Reduce the number of residents who smoke or chew tobacco, engage in binge drinking, or use illicit drugs.
- Add to electronic services and records management including online access to inspection reports.
- Decrease the number of deaths for cancer, cardiovascular diseases, suicide and other infectious and chronic diseases.
- Address public health issues such as drug use in the community.
- Increase the proportion of persons satisfied with the quality of life in our communities.

Budget Highlights

The fiscal year of the Health District is from July 1 to June 30. Each year, in early spring, the BBHD Board of Health has a public hearing on its proposed budget. Following the public hearing and before April 30, the Board adopts its annual budget. The total revised budget for fiscal year FY 2017-2018 was $3,593,737. The adopted budget for 2018-2019 is $3,652,092.

Staff: The District has 42 employees. This includes the director of health, the school health services coordinator, fifteen school nurses, twelve health aides, two public health nurses, the senior dental hygienist, two dental hygienists, the chief sanitarian, two sanitarians, the housing inspector, the office manager, two secretary/clerks and a part-time clerk. The public health emergency response coordinator is currently a subcontracted position. The District also contracts with a local physician for services as the medical advisor. The medical advisor is responsible for clinical supervision and the issuance of medical standing orders among other duties. One of the six regional epidemiologists of the State of Connecticut Department of Public Health is located at the Bristol-Burlington Health District.

The District is governed by a Board of Health and has monthly meetings. It functions as the general policy making body for the District and has overall budget adoption authority. Each municipality in a health district appoints one member for each 10,000 residents or part thereof, but no municipality shall have more than five representatives. The BBHD Board is comprised of six members; five members are appointed by the Bristol Mayor and one member is appointed by the Burlington First Selectman. The term of office for members of the District Board is three years. Members may be appointed for consecutive terms.

Health and Social Services- (continued)

BBHD Board of Health	**Expiration of Term**
William J. Brownstein, MD	7/2018
Michael Cucka, MD	7/2020
Ronald Herriott, DMD	7/2018
Leslie Kish, MD	7/2019
Shannon Mulz	7/2020
Theodore Shafer, Town of Burlington	7/2020

Mayor Ellen A. Zoppo-Sassu, City of Bristol Council Liaison

Performance Measures

School Health Services: 14 public schools, 4 parochial schools, 89,305 health room visits, 21,962 medication administrations, 23 9-1-1 calls, 67 concussion diagnoses, full compliance with immunization requirements per state mandates (39 exemptions), 1,179 children with asthma diagnoses, 217 children with food allergies, 526 with special dietary needs.
School Dental Program: Kindergarten through grade 8: 3,199 students examined, 448 cleanings, 789 emergency treatment and 217 parent consultations.
Senior Dental Program: 77 clinic days, treated 450 seniors and 105 referrals to dentist.
Environmental Health: 48 septic system installations and repairs, 25 new wells, 61 inspections of bathing areas and swimming pools, 228 licensed food establishments, 61 licensed barbers, hair salons and nail establishments.
Housing Code Enforcement: 300 housing inspections, 125 refuse inspections, 62 lead inspections.
Public Health Nursing: 94 childhood immunizations and 20 (childhood) flu immunizations were administered, to bring children in compliance with state school attendance requirements. 59 adult flu immunizations were administered during designated clinics and by appointment. 29 tuberculin skin tests (screening) were administered, with referrals of positives for medical evaluation. Bristol and Burlington residents were screened for skin cancer at an annual skin cancer screening clinic. In conjunction with the housing code inspector, the public health nurse conducts educational outreach to medical providers and epidemiological investigations concerning childhood lead poisoning prevention (CLPP).
Special Project: In September 2017, the City of Bristol Public Works Department, the Senior Center and the Health District collaborated in finishing construction of a half-mile walking path around the circumference of the Senior Center property at 240 Stafford Avenue. A portion of the cost was paid by a federal Health Promotion grant arranged through the CT Health Department. The Grand Opening ceremony was held during the Senior Olympics kickoff on May 1st (May Day) of 2018.

Health and Social Services- (continued)

0014210 BRISTOL/BURLINGTON HEALTH DISTRICT

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	$3,227,732	$3,144,330	$3,144,330	$3,212,350	$3,144,330
		TOTAL CONTRACTUAL SERVICES	**$3,227,732**	**$3,144,330**	**$3,144,330**	**$3,212,350**	**$3,144,330**
		TOTAL BRISTOL/BURLINGTON HEALTH	**$3,227,732**	**$3,144,330**	**$3,144,330**	**$3,212,350**	**$3,144,330**

NORTH CENTRAL REGIONAL MENTAL HEALTH BOARD

Service Narrative

The North Central Regional Mental Health Board (NCRMHB) is one of five regional mental health boards established by the Connecticut General Assembly in 1974 to study local needs, evaluate state funded mental health programs and make service recommendations to the Commissioner of the Department of Mental Health and Addiction Services (DMHAS). NCRMHB serves 37 towns in the Hartford area. The work is carried out by volunteer members of six local Catchment Area Councils (CACs) that include representatives from each town in the region. The councils were established to ensure that citizens from all towns were actively involved in determining and monitoring the kind of mental health services to be funded locally by DMHAS. Council members gather information directly from people living with behavioral health challenges, family members, community service providers and towns about local needs and effectiveness of services and disseminate information to towns, media, legislators and the general public about service needs and issues. Bristol is served by CAC 19.

NCRMHB has just been awarded a contract with Department of Mental Health and Addiction Services to expand the scope of services to include community education and prevention activities to address mental health and addiction for individuals across the lifespan (including children). Services to be provided include supporting the work of Local Prevention Council efforts to implement substance abuse prevention and mental health promotion initiatives.

Long term goals include impacting service responsiveness, improvement, and new development through: (1) evaluation of state funded mental health services for Bristol residents, (2) provision of information on local needs and service effectiveness, (3) service development and improvement in mental health awareness, integrated health care, preventative care, services targeted to older adults with mental health or substance use challenges, (4) involvement of people living with behavioral health challenges and their families in continuous quality improvement, and (5) communication of survey, evaluation, and study results to local providers, DMHAS and the General Assembly.

Fiscal Year 2018 Major Service Level Accomplishments

Evaluations of state funded mental health services available in Region IV

- Evaluation of Region IV Communities Crisis Response and Access to Care for individuals with behavioral health challenges completed in 2015. Report and discussions with DMHAS were a catalyst for a federal technical assistance grant to DMHAS to transform CT's crisis response system. NCRMHB is one of the partners on the DMHAS workgroup and has organized a series of Community Conversations with persons in recovery, family members, and members of the

Health and Social Services- (continued)

faith community to inform system improvement. Funding being sought to hold a series in the New Britain/Bristol area in FY 2018-19.

- Evaluation of DMHAS funded outpatient treatment services completed. Report and discussions with DMHAS and CT Legislators to establish outpatient services as a top priority for preservation given CT budget challenges.
- Evaluation of DMHAS funded inpatient addiction 3.7R programs (addiction programs with robust mental health treatment capability) for individuals with addiction and/or co-occurring mental health issues. Report to be completed by August 2018.

Review of system issues and service needs

- Conducted focus groups and written surveys with participants from town social service agencies, mental health providers, service recipients, and families. Feedback to be summarized in the 2018 Region IV Service Priorities Report. Report to be completed August 2018 and used for DMHAS policy and budget development and DMHAS application for Federal Block Grant funding.
- Continued to work with service recipients and town social service agencies to channel concerns re: access to services (including referrals and follow-up addiction treatment, emergency housing, Medicaid benefits and medical transportation).

Activities to stimulate new, improved and needed services

- Continued outreach re: Mobility Management/Ombudsman function to assist persons in the North Central region (including Bristol) to navigate disability transit options. Resource guide available in hard copy at www.waytogoct.org. Ongoing outreach to seniors, persons with disabilities and veterans.
- Active participation in CT Older Adults Behavioral Health Workgroup resulting in the completion and distribution of an "Aging and Disability Resource Center Older Adult Behavioral Health Asset Mapping Study" and development of new on-line training for professionals who work with older adults with behavioral health challenges, and DMHAS-funded grants for outreach to isolated seniors.
- Active participant on CT Governor's Alcohol and Drug Policy Council and treatment subcommittee to identify and carry out improvements needed in treatment and recovery supports.

Activities to foster consumer and family involvement

- Conducted Community Conversations with persons in recovery, family members, and members of the faith community to inform crisis response system improvements.
- Provided ongoing information and resources through weekly communications, training programs such as Mental Health First Aid, and public forums to engage and inform constituents and the general public about ways to promote health and wellness in their communities.

Efforts to garner appropriate state action and funding for needed services

- Presented information in public hearings, meetings with legislators and Legislative Breakfasts about the need for funding to address critical gaps in the continuum of care, health equity, parity for behavioral health care, investments in supportive housing, and services responsive to persons with behavioral health concerns (including opiate addiction and problem gambling).

Health and Social Services- (continued)

Fiscal Year 2019 Major Service Level Goals

- Continue to offer training and community conversations in Region IV (including Bristol) in order to further engage faith and community leaders in initiatives to improve health equity/health literacy and crisis response.
- Track and provide feedback to state officials and legislators about impact of budget cuts on services and supports for individuals with behavioral health challenges.
- Gather town input regarding service priorities and needs in Region IV including Bristol. Use feedback to influence policy and marketing strategies at state and local level.
- Continue outreach re: Mobility Management/Ombudsman function and resources. Offer assistance to residents of North Central Connecticut including Bristol with navigating disability transit options.
- Continue to evaluate DMHAS funded behavioral health services and promote new service development and improvement in substance abuse prevention, mental health promotion, and integrated health care.
- Continue efforts to garner appropriate state action and funding for needed services in the North Central Region. Meetings with DMHAS Commissioner and General Assembly will focus on needed outcomes.

More information can be found on the North Central Regional Mental Health website: www.ncrmhb.org. The operating budget provides for a small staff (office manager/review and evaluation coordinator) and administrative services to support the work of over 100 volunteers who carry out the work of the organization.

Budget Highlights

0014500 HEALTH AND SOCIAL SERVICES OUTSIDE AGENCIES
NORTH CENTRAL REGIONAL MENTAL HEALTH

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
CONTRACTUAL SERVICES							
585001		N. CENTRAL REGIONAL MENTAL HEALTH	$4,233	$4,235	$4,235	$4,235	$4,235
		TOTAL CONTRACTUAL SERVICES	**$4,233**	**$4,235**	**$4,235**	**$4,235**	**$4,235**
		TOTAL NORTH CENTRAL REG. MENTAL HEALTH	**$4,233**	**$4,235**	**$4,235**	**$4,235**	**$4,235**

ST. VINCENT DEPAUL MISSION OF BRISTOL, INC.

Phillip J. Lysiak
19 Jacobs Street
(860) 589-9098

The St. Vincent DePaul Mission's purpose is to promote effective community responses to the housing and emergency shelter needs of low and lower income groups in Bristol. This is accomplished through social planning, advocacy, negotiations, and action, involving those bodies capable of addressing housing and emergency shelter needs, and those groups or individuals in need of housing and emergency shelter.

The purpose is also to provide housing for the homeless and to operate such housing as well as to provide auxiliary services to aid the homeless in acquiring housing and to help them to improve their lives.

Health and Social Services- (continued)

The Bristol Homeless Shelter was founded in 1984 as the Bristol Emergency Shelter and Housing Coalition. It is a 25 bed emergency shelter for men, women and children, and provides food, shelter, and case-management and referral services.

A Rapid Re-Housing program was started in July 2016. St. Vincent DePaul will contract with Community Health Resources to provide this service to area residents. It is estimated that 20 individuals and 20 families will receive rapid re-housing and relocation from the shelter with support case management.

Fiscal Year 2018 Major Service Level Accomplishments

- Provided three meals, shelter, bathroom and laundry facilities as well as case management and referral services to:

Single men	47
Single women	34
Family adults	15
Family children	25
	121

- Moved clients to permanent housing, other residential treatment program or other community setting to:

Single men	32
Single women	27
Male headed family	0
Female headed family	20
Two adult family	7
	86

- 92% of clients accessed permanent housing, residential treatment or other setting.
- 90% of all single clients accessed permanent housing, residential treatment or other setting.
- 97% of all family clients accessed permanent housing, residential treatment or other setting.

Fiscal Year 2019 Major Service Level Goals

- Provide three meals, bathrooms, shelter, and laundry facilities to approximately 200 homeless people.
- Provide case management and referral services to 50% of the adult homeless individuals.
- 50% of all single clients will access permanent housing, residential treatment or other stable living situation.
- 50% of all family clients will access permanent housing, residential treatment or other stable living situation.

Health and Social Services- (continued)

Budget Highlights

0014500 **HEALTH AND SOCIAL SERVICES OUTSIDE AGENCIES**
ST. VINCENT DEPAUL SOCIETY

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
CONTRACTUAL SERVICES							
585004		ST. VINCENT DEPAUL SOCIETY	$49,188	$27,000	$37,500	$60,000	$30,000
		TOTAL CONTRACTUAL SERVICES	**$49,188**	**$27,000**	**$37,500**	**$60,000**	**$30,000**
		TOTAL ST. VINCENT DEPAUL SOCIETY	**$49,188**	**$27,000**	**$37,500**	**$60,000**	**$30,000**

C-MED (NORTH CENTRAL CT/EMERGENCY MEDICAL SERVICES)

C-MED is responsible for coordinated medical emergency direction through a communications system. The annual assessment is based on a per capita rate of 86.051 cents for the City's population, which is estimated at 60,452. C-MED receives 30 cents per capita from the State of Connecticut for each community that acknowledges C-MED as its provider. The Community's financial support of the system guarantees reliable ambulance to hospital communications and online medical control, Mass Casualty Incident Coordination, and EMD (Emergency Medical Dispatch) mutual aid call-out.

C-MED participates in drills which test surge capacity at care sites and assesses communications during a large scale event. Participating in drills helps local emergency staff to become better trained on C-MED and regional procedures.

Twenty-nine cities and towns within the North Central operational region currently contribute to the operations of the North Central CMED Center. More information can be found on their website: www.northcentralctems.org.

Budget Highlights

0014500 **HEALTH AND SOCIAL SERVICES OUTSIDE AGENCIES**
C-MED

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
CONTRACTUAL SERVICES							
585005		C-MED	$50,165	$52,020	$52,020	$53,840	$53,840
		TOTAL CONTRACTUAL SERVICES	**$50,165**	**$52,020**	**$52,020**	**$53,840**	**$53,840**
		TOTAL C-MED	**$50,165**	**$52,020**	**$52,020**	**$53,840**	**$53,840**

SUBSTANCE ABUSE ACTION COUNCIL (SAAC)

The Substance Abuse Action Council (SAAC) program through the Community Mental Health Affiliates is no longer in existence. The last year the City of Bristol provided funding for this program was 2017-2018.

Budget Highlights

0014500 HEALTH AND SOCIAL SERVICES OUTSIDE AGENCIES
SUBSTANCE ABUSE ACTION COUNCIL

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
CONTRACTUAL SERVICES							
585006		SUBSTANCE ABUSE ACTION COUNCIL	$3,800	$3,800	$3,800	$0	$0
		TOTAL CONTRACTUAL SERVICES	**$3,800**	**$3,800**	**$3,800**	**$0**	**$0**
		TOTAL SUBSTANCE ABUSE ACTION COUNCIL	**$3,800**	**$3,800**	**$3,800**	**$0**	**$0**

MAYOR'S TASK FORCE ON HIV/AIDS

The Bristol Mayor's Task Force on HIV/AIDS has been in existence since 1991 and is funded through the Board of Finance. The mission of the Mayor's Task Force on HIV/AIDS is "to coordinate HIV/AIDS efforts in the City of Bristol, to educate the public, and to increase public awareness about the HIV/AIDS epidemic in the Bristol area". The task force has representatives from health care agencies, social service organizations, clergy, youth organizations, HIV/AIDS service providers and interested community members. The Mayor's Task Force on HIV/AIDS is responsible for providing various baseline guides for HIV and AIDS awareness. The task force participates in events as follows:

- HIV Educational Forum
- Youth Educational Event
- World AIDS Day
- Annual AIDS Reflection Event with Candlelight Vigil
- Rockwell Park Festival in August

Fiscal Year 2018 Major Service Level Accomplishments

- Attended the Annual Rockwell Park Festival to educate participants about HIV/AIDS and to distribute educational information.
- Held the yearly Candlelight Vigil event in October at the Federal Hill Green with approximately thirty people in attendance. The event was another success.
- The World AIDS Day event was held in December at the Hartford Dispensary Bristol Clinic. This event reached over 485 people including recovering persons. This event encouraged participants to get tested for HIV and educated them about the risks of transmitting the virus. Open testing was offered and numerous tests were completed. Wheeler Clinic Health and Wellness also offered HIV testing and provided information that day.
- Held the annual April HIV Education Forum with speakers on topics HIV and Health Disparities, Progression and Status of Stigma Regarding HIV, The Evolution of HIV, and the Oral Manifestations of HIV. Over 65 members from over 15 agencies attended. Certified Education Credits (6/5) were approved by the CT Certification Board and NASW.

Health and Social Services- (continued)

Fiscal Year 2019 Major Service Level Goals

- Increase partnerships with community agencies whose services are connected to HIV/AIDS issues to maximize in-kind donations for educational activities.
- Continue to offer cutting edge educational programs to inform a broad range of Bristol residents about HIV risks and prevention techniques.
- Increase community involvement and awareness through low-cost or free innovative marketing like PSA's, emails, increased use of the internet and websites that promote Bristol area activities.
- Ensure that task force members acquire the latest HIV information, encourage members to attend not only task force-sponsored trainings, but other events in Connecticut such as Yale University's AIDS Science Day.
- Continue to increase community awareness about HIV/AIDs and Dual Diagnosis clientele through community outreach events.
- Increase membership to task force, specifically those who identify as HIV positive.
- Increase and target prevention for youth in our communities.
- Increase fundraising in community in order to create a scholarship for youth.

Budget Highlights

MAYOR'S TASK FORCE ON AIDS

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
CONTRACTUAL SERVICES							
585098		MAYOR'S TASK FORCE ON AIDS	$1,465	$1,500	$1,500	$1,500	$1,500
		TOTAL CONTRACTUAL SERVICES	**$1,465**	**$1,500**	**$1,500**	**$1,500**	**$1,500**
		TOTAL MAYOR'S TASK FORCE ON AIDS	**$1,465**	**$1,500**	**$1,500**	**$1,500**	**$1,500**

VETERANS STRONG COMMUNITY CENTER

Donna Dognin, Executive Director/Veterans Assistance Specialist
860-584-6258
donnadognin@vetstronginc.org

The Veterans Strong Community Center (VSCC) is a regional information and resource center for all Veterans, Service Members and Military Families, regardless of branch or component of service, or status of discharge. In June 2017, a partnership was forged to support and expand the VSCC by the communities of Bristol, Plymouth, Thomaston, Wolcott, Plainville, Burlington, and Harwinton. The VSCC will provide outreach and give the veterans of these communities greater access to whatever programs or services they need. Knowledgeable staff will help to identify what services may be available and then provide the connection to the resources.

Assistance with the following programs/services include but are not limited to: applying for Soldiers', Sailors', and Marines' fund assistance, helping obtain employment, finding emergency financial assistance, obtaining information for Post 9/11 GI Bill for college education, speaking at local groups for general information, learning about other benefits and services, requesting DD214 (discharge papers), finding resources to help with homelessness and much more.

Health and Social Services- (continued)

The VSCC is a former USAR program that now operates as its own 501(c)3 non-profit organization.

For more information on hours of operation, updates on specific programs and services, and upcoming events, visit www.vetstronginc.org or the Facebook page, "Veterans Strong Community Center" and follow the VSCC on Instagram and Twitter @VSCCBristolCT.

0014500 HEALTH AND SOCIAL SERVICES OUTSIDE AGENCIES
VETERANS STRONG

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
CONTRACTUAL SERVICES							
585204		VETERANS STRONG	$18,500	$13,560	$13,560	$13,305	$13,305
		TOTAL CONTRACTUAL SERVICES	**$18,500**	**$13,560**	**$13,560**	**$13,305**	**$13,305**
		TOTAL VETERANS STRONG	**$18,500**	**$13,560**	**$13,560**	**$13,305**	**$13,305**

CEMETERY UPKEEP

West Cemetery Association

(860) 583-6133
westcembristol@yahoo.com

Although the West Cemetery is City owned, the care, custody, and management of the cemetery was delegated by the City to the West Cemetery Association (W.C.A.) on October 12, 1889. The W.C.A. is mostly self-providing and is governed by a twelve-member board of trustees all of whom donate their time and services. W.C.A. employs a manager who supervises the day-to-day operations of both West Cemetery and Peacedale Cemetery; a full-time cemetery grounds foreman; a part-time assistant manager and part-time seasonal laborers.

Various special projects are financed by the City of Bristol, such as grounds maintenance of the "Soldiers Ground" at West Cemetery and grounds maintenance of the "Old North" (Lewis Street) and "South" (Downs Street) cemeteries. The West Cemetery Association has a yearly contract with the City of Bristol for cemetery management and property management of the "Lake Avenue Cemetery".

Budget Highlights

0014550 CEMETERY UPKEEP

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
CONTRACTUAL SERVICES							
531400		SOLDIER'S	$1,300	$1,300	$1,300	$1,300	$1,300
531405		LEWIS STREET	25,075	25,075	25,075	25,075	25,075
531410		DOWNS	12,325	12,325	12,325	12,325	12,325
531415		LAKE AVENUE	40,375	40,375	40,375	40,375	40,375
		TOTAL CONTRACTUAL SERVICES	**$79,075**	**$79,075**	**$79,075**	**$79,075**	**$79,075**
		TOTAL CEMETERY UPKEEP	**$79,075**	**$79,075**	**$79,075**	**$79,075**	**$79,075**

SCHOOL READINESS PROGRAM

Mary Alice Petrucelli-Timek, Coordinator
(860) 584-7812 ext. 451248
maryalicepetrucellitimek@bristolct.gov

Service Narrative

PA 97-259, an Act concerning School Readiness and Child Day Care, established a grant program to provide the state's contribution for financial support to Priority School Districts in the establishment of school readiness programs for young children (ages 3-4) in the community. This legislation also mandated the requirement for the community to establish a School Readiness Council.

Fiscal Year 2018 Major Service Level Accomplishments

School Readiness Programs continue to provide quality early care and education for preschool children. Three School Readiness Providers offer subsidized quality preschool experiences made affordable for Bristol children. All School Readiness Providers are accredited by the National Association of Education of Young Children (NAEYC). All School Readiness classroom teachers presently have BA/BS or MA degrees.

- The School Readiness Programs continued to provide quality early care and education for preschool children in the community. With a total of three (3) School Readiness Providers –396 subsidized quality preschool experiences were offered to Bristol children.
- Transition to Kindergarten folders made available to all children and their families entering kindergarten in Bristol.
- "Art Speaks" event held May 1st to coincide with the BOE art show was successful in showing pre-k art work at Imagine Nation, A Museum Early Learning. Over 700 people attended the preschool exhibit.
- The Health Committee supplied healthy snacks to attendees to reinforce healthy eating habits, and distributed a book to every child who attended the event. Creativity Cans were given out to pre-k students who participated in the event.
- The Community School Readiness Programs continued planting gardens with their students. These gardens not only are used for educational purposes, but students are also consuming the fresh vegetables to encourage healthy eating.
- The 2017 Bristol Early Childhood 2 Day Conference, which was held on August 28th and August 29th served a total of 96 early childhood professionals on the first day and 103 on the second day.
- Two Director's Forums were held throughout the year – bringing together administrators of all center-based programs in Bristol to collaborate and share information. This past year we focused on OEC new initiatives including DOTS-Documentation and Observation for teaching system and the CT Core Knowledge and Competency for teachers.
- First-Day of School Fire Truck Ride for a kindergarten student continues to be a great motivator for parents to register their children on time for school. 78% of the kindergarten students were registered "on time" and were able to participate in the raffle.
- School Readiness Program was highlighted in the April 2018 "Uniquely Bristol" shown on Nutmeg TV. This presentation gave a wider audience to the School Readiness Program and statement of numerous accomplishments in the Bristol community.

Health and Social Services- (continued)

- Dine and Discuss Event held April 10, 2018, 33 pre-k and kindergarten teachers attended a workshop on literacy facilitated by Corey Nagel, author, illustrator and Bristol science teacher.

Fiscal Year 2019 Major Service Level Goals

- Continue to coordinate professional development training for early childhood providers throughout Bristol. Continue to provide quality workshops through the Early Childhood 2 Day Conference held in August for all staff working in the early childhood field.
- Ensure all School Readiness pre-k teachers receive training and become proficient in the Early Learning Experience Plans and the CT Early Learning Development Standards.
- Keep School Readiness sites at slot capacity and increase the number of slots available to Bristol residents.
- Keep Quality Enhancement funds available to enhance quality of early care and educational providers in Bristol.
- Continue to collect data on needs and assessment of preschool children in Bristol.
- Engage parents in the educational process of preparing children for kindergarten.

Performance Measures

Quantitative

Activity	**2016-2017**	**2017-2018**	**2018-2019**
School Readiness Award	$2,900,052	$2,900,052	$2,900,052
School Readiness Slots – Full Day/Full Year	229	229	229
Part Day/Part Year	167	167	167
Total	**396**	**396**	**396**

Qualitative:

The School Readiness grant manager works with early care and education providers and the community to ensure quality early care and education is available to Bristol families. Special attention and numerous hours are spent with School Readiness Providers to make sure all eleven components of the School Readiness Grant are incorporated into their programs and they are in compliance with the requirements of the School Readiness Grant.

Expenditure and Position Summary

	2017 Actual	**2018 Estimated**	**2019 Budget**
Salary Expenditures	$74,112	$75,826	$0
Full Time Position	1	1	1

Health and Social Services- (continued)

Budget Highlights

In 2018-2019 the Office of Early Childhood anticipates that the School Readiness Program will be level funded in the new fiscal year, therefore maintaining our current services in the community.

0014654 SCHOOL READINESS PROGRAM

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	$73,112	$0	$74,826	$0	$0
517000		OTHER WAGES	1,000	0	1,000	0	0
		TOTAL SALARIES	**$74,112**	**$0**	**$75,826**	**$0**	**$0**
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	$32,575	$5,070	$29,244	$5,070	$5,070
531140		TRAINING	1,013	1,100	1,100	1,100	1,100
531160		PROGRAM CONTRIBUTIONS/GRANT SERVICES	2,695,241	0	2,795,096	0	0
531170		QUALITY ENHANCEMENT PURCHASE SERVICES	25,018	0	18,756	0	0
553100		POSTAGE	121	370	370	250	250
554000		TRAVEL REIMBURSEMENT	1,000	1,000	1,000	1,100	1,100
557700		ADVERTISING	71	400	400	400	400
581120		CONFERENCES AND MEMBERSHIPS	0	50	50	50	50
		TOTAL CONTRACTUAL SERVICES	**$2,755,038**	**$7,990**	**$2,846,016**	**$7,970**	**$7,970**
SUPPLIES AND MATERIALS							
569000		OFFICE SUPPLIES	$248	$250	$250	$250	$250
		TOTAL SUPPLIES AND MATERIALS	**$248**	**$250**	**$250**	**$250**	**$250**
		TOTAL SCHOOL READINESS PROGRAM	**$2,829,398**	**$8,240**	**$2,922,092**	**$8,220**	**$8,220**

A Stafford School student was the winner of the First-Day of School Fire Truck Ride. This promotes on-time registration for kindergarten students.

BOARD OF EDUCATION

Susan Kalt Moreau, Ph.D.
Superintendent of Schools
129 Church Street
860-584-7000

District Mission Statement

Teach and Learn With Passion and Purpose

Service Narrative

The Bristol Public School system provides educational services ranging from pre-school through adult education programs. Bristol is known as one of the most effective urban districts in the State of Connecticut. Bristol educators provide an excellent education to students who come from diverse backgrounds. Acknowledged across Connecticut for its data-driven decision-making model, Bristol educators use multiple data sources to engage in a continuous improvement model focused upon improving students' academic, social and emotional achievement.

Within the school system, there are six elementary schools which accommodate learners in pre-kindergarten through grade five. The West Bristol and Greene-Hills K-8 schools, opened in 2012, are state-of-the-art facilities. Two grades 6-8 middle schools, Chippens Hill and Northeast, also provide high quality, rigorous programs. Our two comprehensive high schools provide students in grades nine through twelve with the opportunity to enroll in 20 AP or UCONN courses, the AVID Program focused on accelerating the academic skills of students who will be first generation college students, as well a wide-range of career and technical education options. Bristol Central and Bristol Eastern High Schools have been nationally recognized by U.S. News as performing in the top 5% of public high schools across the country. Our graduates are accepted at top-tier colleges and universities nationwide. Students also choose to enlist in the military upon graduation and continue their studies in post-secondary vocational training.

In addition to its regular public school programs, Bristol Preparatory Academy provides an alternative high school education program. Bristol's program for gifted learners includes programs and teacher resource services for students identified as intellectually gifted in grades four through twelve. A variety of College Pathways have been articulated with Tunxis Community College, affording students opportunities to earn college credits while still in high school.

Our academic programs are complemented by a wide variety of extracurricular activities, including intramural, interscholastic and Unified Sports, instrumental and vocal music programs, fine arts experiences, clubs and honor societies.

Before and after school childcare programs are available in all of the K-5 and K-8 schools.

Long Term Goals

The Bristol Board of Education produces an annual Accountability Plan containing goals related to academic performance in mathematics, reading, writing and science, physical fitness, earning college credit prior to graduation and attendance. Each school creates a School Improvement Plan, crafted using student data and measuring growth in student achievement and other indicators. Plans are updated annually with new targets set as student performance improves. All of the school accountability plans are available on the district's website at www.bristol.k12.ct.us with direct links to each school's homepage.

Board of Education Summary – (continued)

The goals of the Board of Education include:

- Secure necessary funding through public and private partnerships;
- Hire a highly qualified, diverse staff;
- Narrow the achievement gap; and
- Provide a safe learning climate.

The Board's Core Values include:

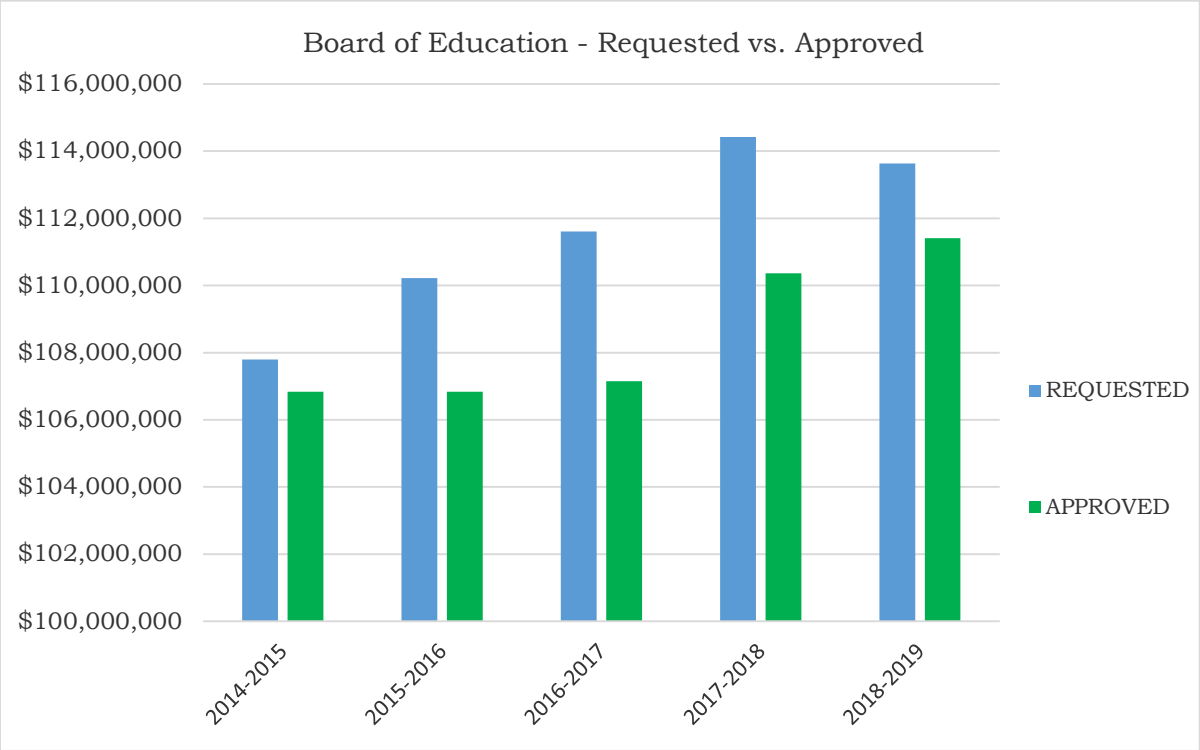
- Excellence
- Innovation
- Trust
- Inclusiveness
- Accountability

Budget Highlights

Alliance Grant: The Bristol Public Schools qualified as one of the Commissioner of Education's Alliance Districts in June of 2012. An appropriation in excess of $3 million is provided to the district to fund initiatives aimed at improving student achievement in the areas of literacy and numeracy, and talent development of our professional staff. These funds were used to implement full day kindergarten and fund a preschool classroom.

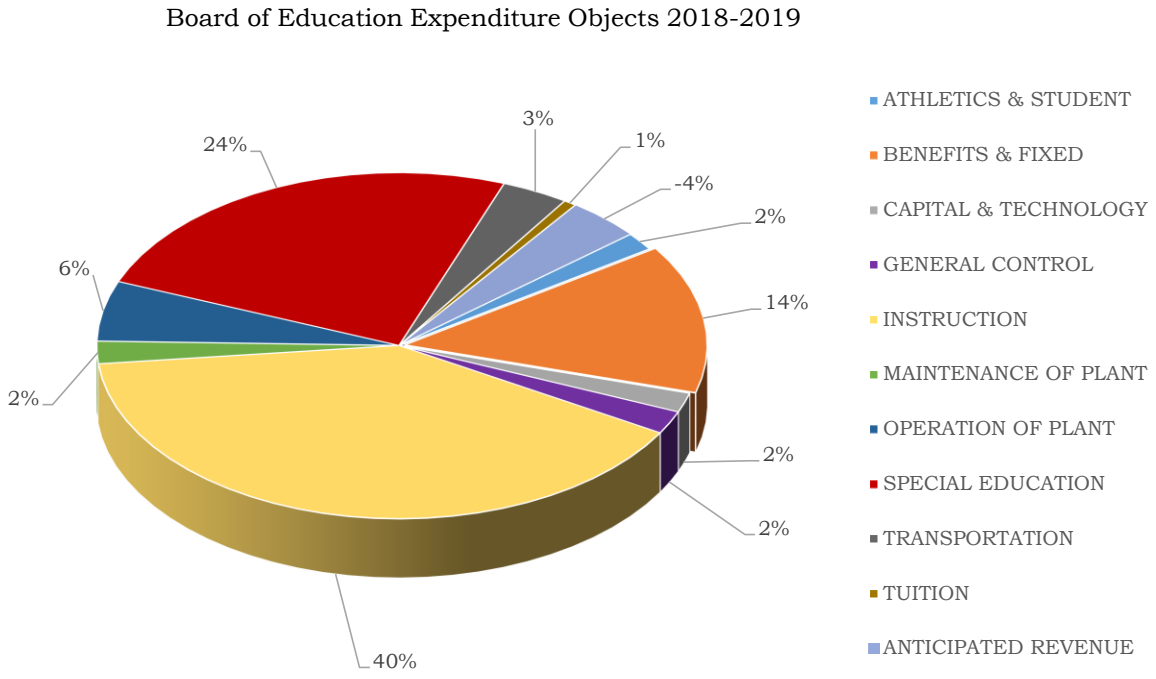
Other competitive grants include School Readiness, and grants from the Main Street Community Foundation, Bristol Business Education Foundation, United Way and other private sources.

Budget Summary



Board of Education Summary – (continued)

EDUCATION EXPENDITURE OBJECTS	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD APPROVED
ATHLETICS & STUDENT	$1,857,312	$1,987,147	$1,987,627	$2,026,045	$2,026,045
BENEFITS & FIXED	18,603,621	18,246,562	17,866,944	18,412,613	16,810,544
CAPITAL & TECHNOLOGY	1,859,882	2,208,542	2,203,942	2,202,611	2,202,611
GENERAL CONTROL	2,407,200	2,600,633	2,598,183	2,638,154	2,594,559
INSTRUCTION	47,253,755	46,825,082	47,131,316	48,616,299	48,282,310
MAINTENANCE OF PLANT	2,052,812	2,381,475	2,381,475	2,536,790	2,536,790
OPERATION OF PLANT	6,551,554	6,540,526	6,540,526	6,921,614	6,816,209
SPECIAL EDUCATION	24,020,233	24,750,668	24,826,286	29,942,706	29,806,266
TRANSPORTATION	4,051,915	4,006,020	4,010,356	4,329,101	4,329,101
TUITION	858,514	815,000	815,000	818,000	818,000
ANTICIPATED REVENUE	0	0	0	0	(4,811,240)
TOTALS	**$109,516,798**	**$110,361,655**	**$110,361,655**	**$118,443,933**	**$111,411,195**



Board of Education Summary – (continued)

Expenditure and Position Summary

	2016-2017	2017-2018	2018-2019
Salary Expenditures*	$66,435,576	$64,372,039	$68,170,970
Full time Positions	988	955	956

**The salary expenditures represent funding from the General Fund only, excluding grant salary expenditures.*

Personnel – General Fund	**Fiscal Year 2016**	**Fiscal Year 2017**	**Fiscal Year 2018**	**Fiscal Year 2019**
Teachers	586	589	574	570
Administrative & non-teaching	382	399	381	386
Total	**968**	**988**	**955**	**956**
Bristol Federation of Teachers - Local 1464	586	589	574	570
Bristol Association of Principals & Supervisors	30	30	30	31
Bristol Municipal Employees Local 2267 *Custodial, Maintenance, Paraprofessionals, Building Aides & Cafeteria Workers*	257	275	260	260
Council 4 AFSCME 818 Supervisors	6	6	6	6
Non-Bargaining Employees	15	15	15	19
Secretaries & library clerks – Local 3551	74	73	70	70
Total	**968**	**988**	**955**	**956**

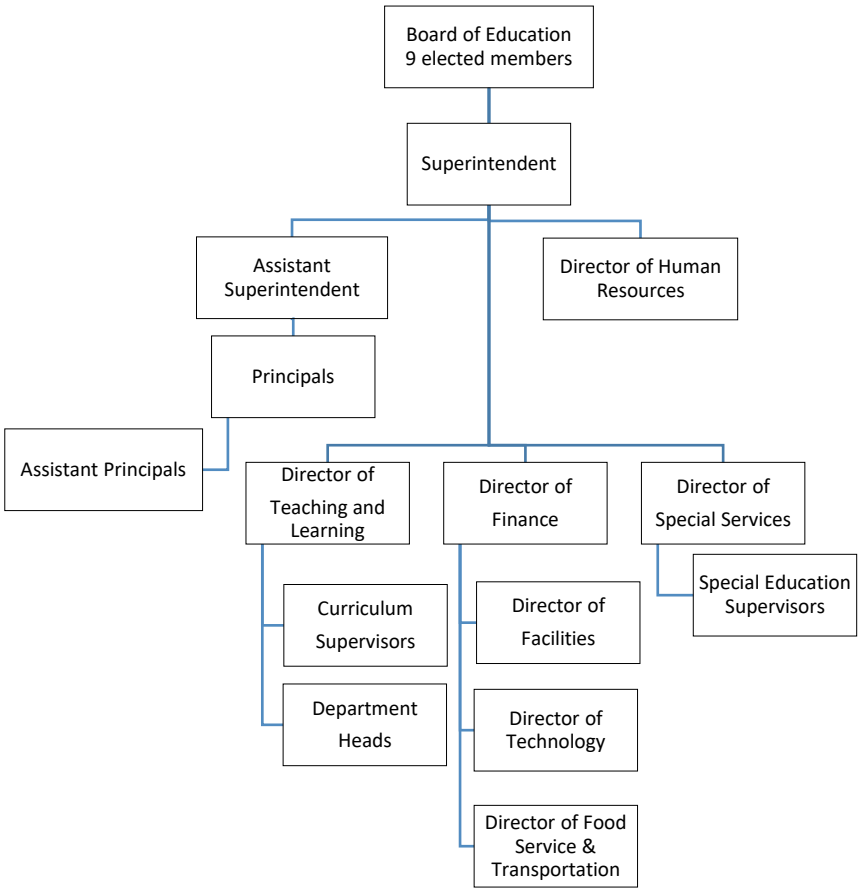
Historic Elementary, Middle and High School Enrollments (K-12)[1]

School	**10-1-12**	**10-1-13**	**10-1-14**	**10-1-15**	**10-1-16**	**10-1-17**
Edgewood	366	354	339	342	326	288
Hubbell	440	424	427	457	438	423
Ivy Drive	426	398	408	405	396	382
Mt. View	427	437	385	379	368	359
South Side	492	503	538	500	489	479
Stafford	519	504	459	461	457	406
Elementary Total:	**2,670**	**2,620**	**2,556**	**2,544**	**2,474**	**2,337**
Chippens Hill	754	718	775	713	773	725
Northeast	512	453	436	444	466	463
Middle School Total:	**1,266**	**1,171**	**1,211**	**1,157**	**1,239**	**1,188**
Greene-Hills	899	890	895	930	925	909
West Bristol	899	944	919	919	893	909
K-8 Total:	**1,798**	**1,834**	**1,814**	**1,849**	**1,818**	**1,818**
Bristol Central	1,339	1,220	1,182	1,150	1,128	1125
Bristol Eastern	1,271	1,277	1,255	1,199	1,136	1116
Bristol Prep Academy				48	46	49
High School Total:	**2,610**	**2,497**	**2,437**	**2,397**	**2,310**	**2,290**
Total Enrollment	**8,344**	**8,122**	**8,018**	**7,947**	**7,841**	**7,633**
Out-placed Spec. Ed.	**69**	**73**	**79**	**79**	**92**	**107**

[1]Note: Excludes After School Enrichment Program

Board of Education Summary – (continued)

Organizational Chart



BOARD OF EDUCATION MEMBERS

Christopher Wilson, Chairman
Karen Hintz, Secretary
Jennifer Dube
Joseph Grabowski
Tina Taylor
Karen Vibert, Vice-Chairman
Jeff Caggiano
Kristen Giantonio
Thomas P. O'Brien

CENTRAL OFFICE ADMINISTRATION

Dr. Susan Kalt Moreau, Superintendent
Dr. Catherine Carbone, Asst. Superintendent
Ms. Jill M. Browne, Director of Finance
Dr. Samuel Galloway, Director of Human Resources
Dr. Michael Dietter, Director of Special Services
Ms. Carly Fortin, Director of Teaching & Learning

Board of Education Summary – (continued)

Performance Measures

The Next Generation Accountability System for the State of Connecticut provides districts and schools with performance indices for several indicators of a high-performing, high-achieving educational system.

Literacy Achievement
The ELA Performance Index reflects students' achievement on the Smarter Balanced Assessment in Literacy for grades 3-8 and students' achievement on the SAT for grade 11. The performance index is calculated using a formula that includes the range of obtainable scores and the grade level average achieved.

	ELA Performance Index - All Students 14-15	ELA Performance Index - All Students 15-16	ELA Performance Index - All Students 16-17	DIFFERENCE FROM 15-16 TO 16-17 ELA PERFORMANCE INDEX ALL STUDENTS
STATE	67.9	67.7	67.1	-0.6
DISTRICT	66.4	66.4	65.7	-0.7
BRISTOL CENTRAL	59.9	58	55.6	-2.4
BRISTOL EASTERN	62.3	57.4	59.5	2.1
CHMS	66.2	65.5	66.7	1.2
NEMS	68.4	71.6	71.2	-0.4
GHS	67.1	66.3	65.9	-0.4
WBS	66.5	67.5	66.8	-0.7
EDGEWOOD	70.6	72.7	73.1	0.4
HUBBELL	70.4	70	66.2	-3.8
IVY	73.6	72.7	70.5	-2.2
MTV	69.1	71.1	71.5	0.4
SSS	71.3	72.1	69.4	-2.7
STAFFORD	69.8	69.6	65.8	-3.8

Board of Education Summary – (continued)

Math Achievement
The Math Performance Index reflects students' achievement on the Smarter Balanced Assessment for grades 3-8 and students' achievement on the SAT for grade 11. The performance index is calculated using a formula that includes the range of obtainable scores and the grade level average achieved.

	Math Performance Index - All Students 14-15	Math Performance Index - All Students 15-16	Math Performance Index - All Students 16-17	DIFFERENCE FROM 15-16 TO 16-17 MATH PERFORMANCE INDEX ALL STUDENTS
STATE	59.3	61.4	62.2	0.8
DISTRICT	57	59.5	59.6	0.1
BRISTOL CENTRAL	48	55.3	51.3	-4
BRISTOL EASTERN	46.7	52.1	54.7	2.6
CHMS	56.6	57.8	57.4	-0.4
NEMS	59.7	63.1	*65.3*	2.2
GHS	57.6	58.6	59.3	0.7
WBS	57.9	59.1	59.9	0.8
EDGEWOOD	62.3	66.3	*67.1*	0.8
HUBBELL	61.4	63.3	59.8	-3.5
IVY	68	69.3	*66.8*	-2.5
MTV	61.6	64.4	*67.3*	2.9
SSS	62.1	63.6	*65.1*	1.5
STAFFORD	61.4	62.9	62.1	-0.8

Board of Education Summary – (continued)

Reduction of chronic absenteeism
Recognizing the value of regular school attendance, the state of Connecticut includes reducing chronic absenteeism as a primary goal for school districts across the state. Students are considered chronically absent when they miss 10% or more of the days in which they are enrolled.

	Chronic Absenteeism - All Students 14-15	Chronic Absenteeism - All Students 15-16	Chronic Absenteeism - All Students 16-17	DIFFERENCE FROM 15-16 TO 16-17 Chronic Absenteeism - All Students
STATE	10.6%	9.6%	9.9%	0.3%
DISTRICT	10.8%	8.7%	8.0%	-0.7%
BRISTOL CENTRAL	15.5%	12.0%	10.8%	-1.2%
BRISTOL EASTERN	12.7%	11.6%	10.2%	-1.4%
CHMS	9.7%	9.3%	8.6%	-0.7%
NEMS	6.0%	3.4%	4.7%	1.3%
GHS	7.5%	7.9%	4.9%	-3.0%
WBS	10.4%	8.0%	6.9%	-1.1%
EDGEWOOD	8.1%	1.8%	2.7%	0.9%
HUBBELL	5.8%	5.1%	5.4%	0.3%
IVY	4.9%	4.3%	4.6%	0.3%
MTV	2.7%	3.5%	2.4%	-1.1%
SSS	8.7%	5.6%	5.0%	-0.6%
STAFFORD	18.8%	5.9%	5.6%	-0.3%

Board of Education Summary – (continued)

Rigorous coursework
Other indicators within the CT Next Generation Accountability System reflect the percentage of students enrolled in college-credit bearing courses or courses that are in defined career pathways to measure students' college and career readiness. A second indicator within this category reflects the percentage of students who successfully meet the College Readiness benchmarks on the SAT as set by the College Board and those who earn a three or better on Advanced Placement exams.

	Preparation for CCR - % Taking Courses 14-15	Preparation for CCR - % Taking Courses 15-16	Preparation for CCR - % Taking Courses 16-17	DIFFERENCE FROM 15-16 TO 16-17: % Taking Courses
STATE	66.10%	67.60%	71.0%	3.4%
DISTRICT	55.70%	57.50%	65.70%	8.2%
BRISTOL CENTRAL	60.80%	64.10%	69.10%	5.0%
BRISTOL EASTERN	53.80%	55%	65%	9.9%

	Preparation for CCR – % Passing Exams 14-15	Preparation for CCR – % Passing Exams 15-16	Preparation for CCR – % Passing Exams 16-17	DIFFERENCE FROM 15-16 TO 16-17: % Passing Exams
STATE	37.30%	40.70%	43.5%	2.9%
DISTRICT	29.10%	33.60%	37.60%	4.0%
BRISTOL CENTRAL	31.40%	39.00%	39.00%	0.0%
BRISTOL EASTERN	29.70%	32.30%	40.70%	8.4%

Graduation Rate
Another indicator is the percent of students who graduate high school within four years.

	4-year Graduation - All Students (2014 Cohort)	4-year Graduation - All Students (2015 Cohort)	4-year Graduation - All Students (2016 Cohort)	DIFFERENCE FROM 2015 Cohort to 2016 Cohort
STATE	87.0%	87.2%	87.4%	0.2%
DISTRICT	81.8%	81.3%	83.2%	1.9%
BRISTOL CENTRAL	83.0%	81.8%	83.7%	1.9%
BRISTOL EASTERN	84.3%	86.7%	90.5%	3.8%

Board of Education Summary – (continued)

CITY OF BRISTOL, CONNECTICUT
2018-2019
GENERAL FUND EXPENDITURE SUMMARY FOR EDUCATION

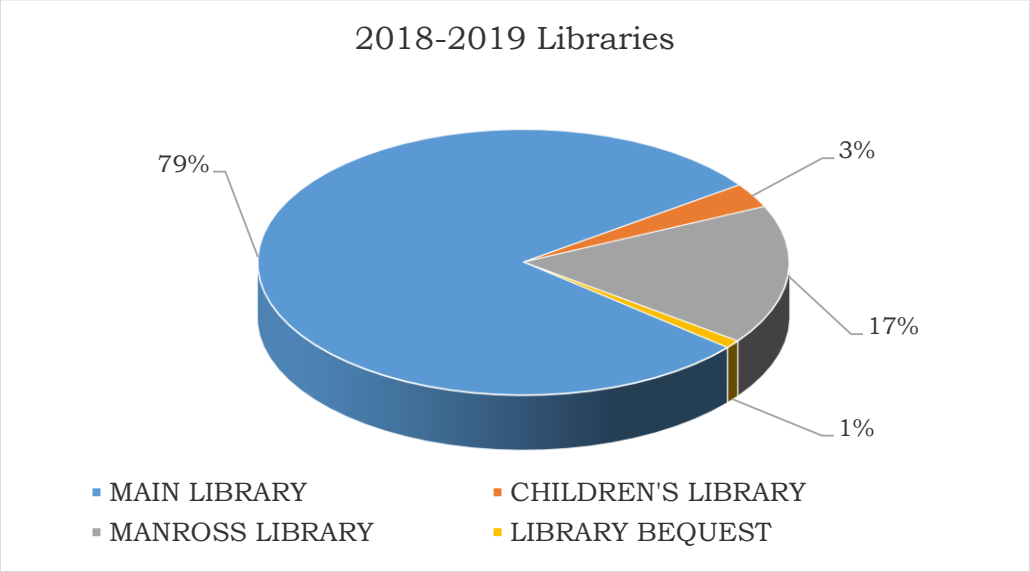
ORG CODE	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
1100	REGULAR INSTRUCTION	$12,678,151	$11,427,668	$11,627,668	$12,483,551	$12,548,655
1102	ART	1,865,439	1,892,251	1,892,251	1,980,768	1,912,548
1103	BUSINESS EDUCATION	399,451	334,198	334,198	340,993	340,993
1105	LANGUAGE ARTS	3,772,947	3,772,366	3,772,366	3,812,938	3,767,458
1106	WORLD LANGUAGES	1,408,797	1,344,239	1,345,119	1,420,887	1,420,887
1108	WELLNESS	587,963	592,630	592,630	651,531	651,531
1109	FAMILY & CONSUMER SCIENCE (6-12)	267,853	274,365	274,365	279,148	279,148
1110	TECHNOLOGY EDUCATION (GRADES 6-12)	761,033	882,009	882,009	889,659	889,659
1111	MATHEMATICS (GRADES 1-12)	3,659,410	3,756,877	3,755,097	3,870,969	3,825,489
1112	MUSIC (GRADES 1-12)	1,530,333	1,663,907	1,663,907	1,629,972	1,629,972
1113	SCIENCE (GRADES 1-12)	3,263,255	3,372,347	3,372,047	3,524,254	3,501,514
1114	LANGUAGE ARTS/ READING (GRADES 1-8)	42,693	56,391	57,231	60,673	60,673
1115	SOCIAL STUDIES (GRADES 1-12)	3,473,402	3,462,877	3,462,577	3,597,072	3,541,592
1116	PHYSICAL EDUCATION (GRADES K-12)	2,031,919	2,049,554	2,048,574	2,085,863	2,063,123
1120	ALTERNATIVE EDUCATION (GRADES 7-11)	273,367	285,882	283,882	327,383	327,383
1121	KINDERGARTEN	1,332,615	1,426,444	1,470,750	1,251,647	1,251,647
1122	PRESCHOOL PROGRAM	57,482	57,784	13,478	1,737	1,737
1200	SPECIAL EDUCATION	9,889,959	10,625,925	10,659,052	11,335,108	11,266,888
1201	PRESCHOOL - SPED	912,413	900,926	900,926	999,447	976,707
1260	E.S.L	501,928	569,389	569,389	703,363	703,363
1270	GIFTED/ TALENTED	103,223	111,015	111,015	108,494	108,494
1310	ADULT BASIC EDUCATION	349,526	334,193	336,193	260,313	260,313
1400	SUMMER SCHOOL	49,498	45,664	45,664	45,664	45,664
1401	SUMMER SCHOOL - SPED	130,292	202,369	193,369	204,713	204,713
2112	ATTENDANCE SERVICES	52,102	52,785	52,785	53,045	53,045
2120	GUIDANCE SERVICES	1,825,235	1,698,202	1,698,202	1,657,964	1,657,964
2122	IN-HOUSE SUSPENSION	111,459	118,694	118,694	98,855	98,855
2140	PSYCHOLOGICAL SERVICES	1,262,396	1,392,475	1,397,475	1,441,834	1,419,094
2150	SPEECH PATHLOGOY	1,077,363	1,090,750	1,061,623	1,151,675	1,128,935
2190	TESTING	6,119	56,501	56,501	73,891	32,481
2195	AVID	38,374	65,209	65,209	65,520	83,520
2210	OFFICE TEACHING & LEARNING	949,954	1,246,265	1,245,385	1,147,886	1,106,886
2221	EDUCATIONAL MEDIA SERVICES	476,407	475,000	475,000	475,000	466,405
2222	LIBRARY & MEDIA SERVICES	897,627	953,110	952,650	992,411	992,411
2223	AUDIO-VISUAL SERVICES	6,735	9,220	10,420	9,302	9,302
2225	COMPUTER INSTRUCTION SERVICES	16,747	20,504	20,504	26,592	26,592
2226	LIBRARY AND MEDIA SERVICES	170,254	231,733	231,733	238,302	238,302
2227	AUDIO-VISUAL DW	209,145	244,265	244,265	296,236	296,236
2228	COMPUTER INSTRUCTION	1,461,460	1,717,633	1,717,633	1,659,961	1,659,961
2310	BOARD OF EDUCATION SERVICES	183,512	246,290	246,290	224,700	224,700
2320	SUPERINTENDENT	269,879	271,009	270,709	269,749	269,749
2321	DEPUTY SUPERINTENDENT	240,777	231,345	231,645	230,176	230,176
2329	HUMAN RESOURCE	507,158	530,519	530,519	571,695	571,695
2400	PRINCIPAL SERVICES	4,982,382	4,939,702	4,941,062	5,217,892	5,143,349
2510	FINANCE	19,341,456	19,091,912	18,710,844	19,219,421	17,582,352
2610	MAINTENANCE OF PLANT	2,032,352	2,360,475	2,360,475	2,501,290	2,501,290
2620	OPERATION OF PLANT	6,551,554	6,540,526	6,540,526	6,921,614	6,816,209
2630	SECURITY OF PLANT	20,460	21,000	21,000	35,500	35,500
2700	TRANSPORTATION	9,020,039	7,805,463	7,806,913	9,012,393	9,012,393
3200	STUDENT ACTIVITIES	509,531	525,952	525,392	527,235	527,235
3210	ATHLETICS	1,356,105	1,462,374	1,463,354	1,500,210	1,500,210
6120	MAGNET TUITION	629,167	525,000	525,000	525,000	525,000
6125	MAGNET TUITION - SPED	400,653	241,628	241,628	127,736	127,736
6140	VO-AG TUITION	139,928	165,000	165,000	168,000	168,000
6150	DETENTION TUITION	34,029	25,000	25,000	25,000	25,000
6160	PRIVATE TUITION	55,391	100,000	100,000	100,000	100,000
6170	PUBLIC TUITION - SPED	1,567,489	1,577,081	1,577,081	1,852,804	1,852,804
6180	PRIVATE TUITION - SPED	3,770,610	4,887,763	5,067,381	8,106,897	8,106,897
9000	ANTICIPATED REVENUE	0	0	0	0	(4,811,240)
0001	CONTRACTUAL OBLIGATIONS	0	0	0	52,000	52,000
TOTAL EDUCATION		**$109,516,798**	**$110,361,655**	**$110,361,655**	**$118,443,933**	**$111,411,195**

LIBRARIES

Deborah Prozzo, Library Director
860-584-7787
Website: http://www.bristollib.com/

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

ORGCODE	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
0016010	MAIN LIBRARY	$1,603,247	$1,708,580	$1,833,565	$1,787,745	$1,775,745
0016011	CHILDREN'S LIBRARY	45,429	57,700	79,300	58,000	58,000
0016012	MANROSS LIBRARY	348,707	356,740	403,777	369,165	369,165
0016014	LIBRARY BEQUEST	24,959	13,525	40,050	31,860	31,860
TOTAL LIBRARIES		**$2,022,342**	**$2,136,545**	**$2,356,692**	**$2,246,770**	**$2,234,770**



Libraries - (continued)

Service Narrative

The Bristol Public Library was established by a town meeting in October of 1891. The Library system includes the Main Library and the Manross Library in Forestville. The Bristol Public Library is divided into four activities that include the Main Library, Children's Library, Manross Library and Library Bequest. The library has a total of 230,435 items in its collection. 213,696 are books, of which 91,945 are for children. There are over 16,739 non-print items including DVDs and audio CDs.

Our Mission Statement

The Bristol Public Library System (Library) is committed to providing the community with a friendly and knowledgeable atmosphere where educational, informational, recreational, cultural, and professional materials and services can be found in a variety of formats. An emphasis is placed on encouraging the use of the library by persons of all ages in order to stimulate lifelong learning and an appreciation for reading, and to provide a resource center for ideas and information for the entire community.

Our Vision Statement

The constant vision of the Bristol Public Library System is to provide the community with superior library services, to serve as the cultural and intellectual crossroads of Bristol, and to be a leader among public libraries in a constantly changing world.

The Library links the patrons – individuals, businesses, schools, and local government – to timely and accurate information and knowledge to further promote the educational, social, cultural, and economic advancement of the community.

The Library will function as a community hub serving the diverse needs of Bristol's community. The Library Staff, Board of Directors, and Friends of the Bristol Public Library System will work together to provide information, programs, and activities of diverse educational and cultural experiences.

The Library will provide and maintain materials for patrons by anticipating and responding to current needs and interests.

The Library will nurture and sustain lifelong learning of all ages by maintaining access and outreach to a broad, rich, and inclusive collection of materials in formats that patrons seek and use.

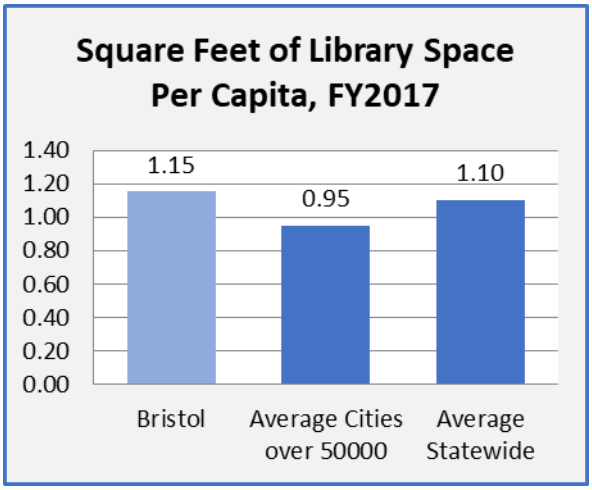
Libraries - (continued)

Fiscal Year 2018 Major Service Level Accomplishments

- 258,848 items were borrowed from the library.
- 217,265 people visited the library.
- 51,598 people attended library sponsored programs.
- 38 internet computers were used 40,636 times by the public.
- 24,372 reference questions were answered.
- 19,689 library card holders can take advantage of millions of articles through researchIT CT databases.
- Partnered with the Department of Defense Vietnam War 50th Commemoration to present the Vietnam Commemoration pin and certificate to over 90 Bristol area veterans and surviving spouses of the Vietnam era.
- The new library corner "Fairy Tale Forest" invites many young children to participate in events with special guest book characters.
- Successfully sold out Annual Author Luncheon featuring NY Times Best-selling Author Christina Baker Kline (author of Orphan Train). The event is held annually, at the DoubleTree Hotel in Bristol, in conjunction with the Friends of the Bristol Public Library.
- The summer free lunch program funded by the United States Department of Agriculture completed its third successful year. In three summers the library served 8,512 lunches for children from birth to 18. During summer lunchtime, the library also provides Yoga, Hip Hop, and Tai Chi.
- The American Library Association's Library Value Calculator sets our value to the Bristol community at $5,293,591.

Long Term Goals and Issues

- Keep current in the latest technology as it relates to libraries and the needs of the community.
- Increase awareness of the Library's mission, collection, programs, and facilities within the community.
- Partner with outside organizations to expand library relationships with government, community-based, and private sector groups.



Libraries - (continued)

Facilities:

Main Library
5 High St., Bristol

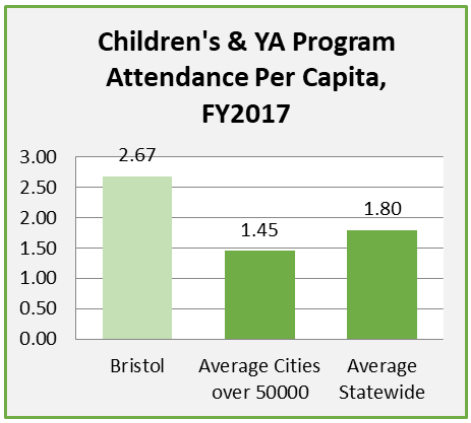
Manross Memorial Library
260 Central St., Forestville

Performance Measures

Quantitative:

	FY 2016	FY 2017	FY 2018
Items Circulated	291,412*	258,637*	234,339*
Downloadable Books	10,568	11,580	16,302
Reference Questions Answered	25,096	28,379	27,191
Internet Usage	46,869	40,485	40,494
Interlibrary Loan by Bristol Patrons	18,952*	8,657**	10,215**
Interlibrary Loan by Other Libraries	20,161*	10,888**	15,207**
Programs	1,161	1,134	1,167
Program Attendance	38,671	38,582	41,019
Computer Lab Usage	4,899	4,557	4,655
Items added to collection	14,250	11,166	11,867
Bristol residents with Library cards	20,583	19,983	19,399

*Significant reductions due to State Library limits being imposed on patron-placed holds resulting in fewer checkouts.
**Significant reductions due to State Library restrictions on deliverIT System.

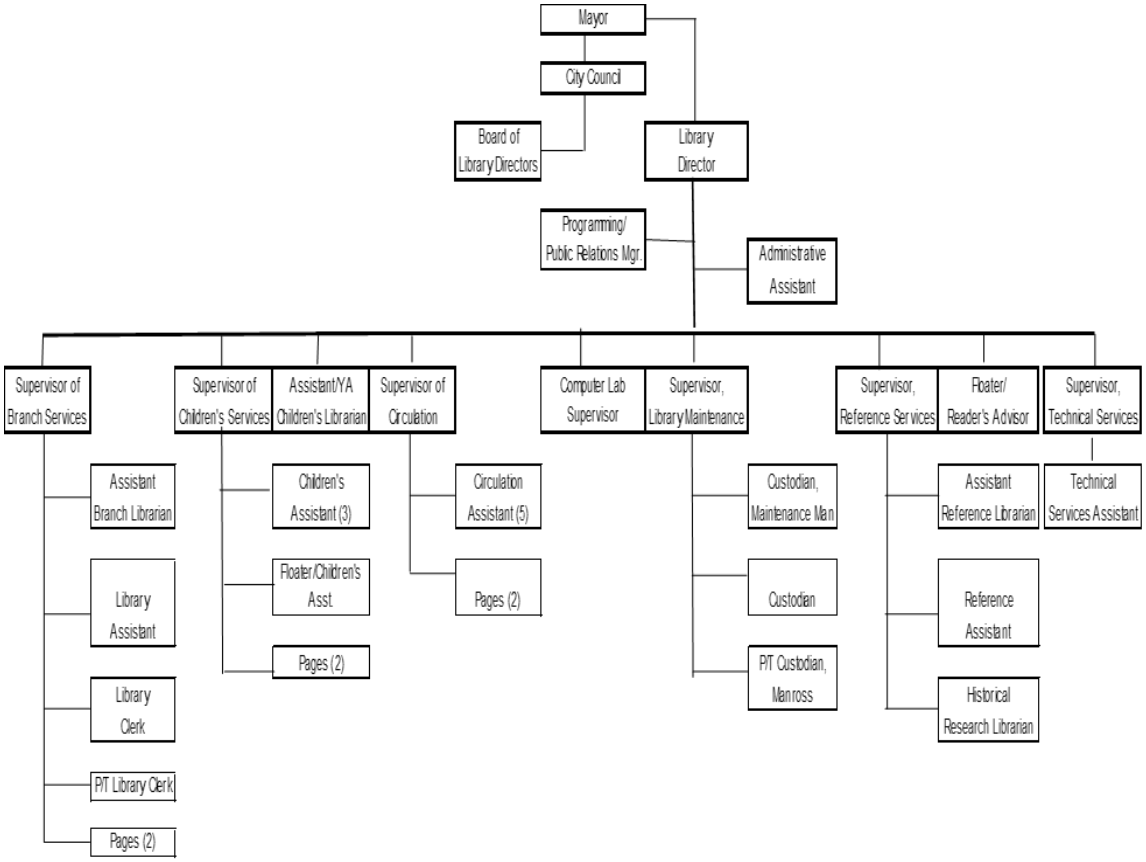


Libraries - (continued)

Expenditure and Position Summary

	2017 Actual	2018 Estimated	2019 Budget
Salary Expenditures			
Main Library	$1,237,532	$1,375,630	$1,363,650
Manross Library	$229,687	$255,349	$254,065
Full time Positions	30.5	30.5	30.5

Organizational Chart



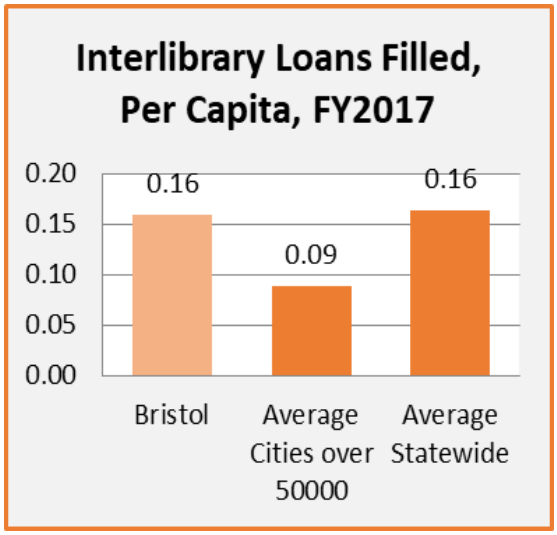
Libraries - (continued)

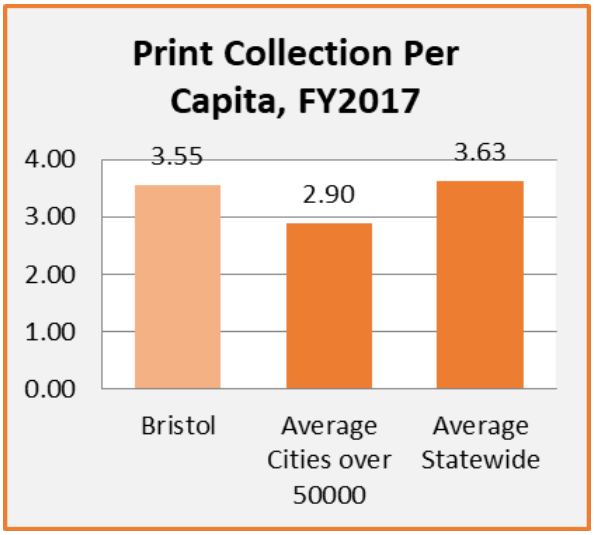
Budget Highlights

Main Library

0016010 MAIN LIBRARY

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	$1,153,654	$1,200,750	$1,279,925	$1,267,950	$1,267,950
515100		OVERTIME	39,748	44,590	45,850	46,755	46,755
515200		PART TIME	35,943	37,920	37,920	37,920	37,920
517000		OTHER WAGES	8,188	11,685	11,935	11,025	11,025
		TOTAL SALARIES	**$1,237,532**	**$1,294,945**	**$1,375,630**	**$1,363,650**	**$1,363,650**
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	$72,721	$78,000	$87,000	$81,000	$81,000
541000		PUBLIC UTILITIES	101,400	107,000	112,600	112,000	112,000
541100		WATER AND SEWER CHARGES	2,970	4,000	6,000	6,000	5,000
542140		REFUSE	46	300	300	240	240
543000		REPAIRS AND MAINTENANCE	22,576	38,250	44,950	40,000	35,000
543100		MOTOR VEHICLE SERVICE AND REPAIR	119	150	150	150	150
544400		RENTS AND LEASES	284	340	340	310	310
553000		TELEPHONE	6,896	7,500	7,500	7,200	7,200
553100		POSTAGE	1,621	6,500	6,500	5,000	5,000
554000		TRAVEL REIMBURSEMENT	415	500	500	500	500
555000		PRINTING AND BINDING	4,166	5,400	5,400	5,400	5,400
581120		CONFERENCES AND MEMBERSHIPS	175	195	195	195	195
581135		SCHOOLING AND EDUCATION	0	300	300	300	300
		TOTAL CONTRACTUAL SERVICES	**$213,388**	**$248,435**	**$271,735**	**$258,295**	**$252,295**
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES AND MATERIALS	$7,725	$7,000	$7,000	$7,000	$7,000
561800		PROGRAM SUPPLIES	125,272	135,000	156,000	135,000	130,000
562200		NATURAL GAS	16,742	20,000	20,000	21,000	20,000
562600		MOTOR FUELS	731	1,400	1,400	1,000	1,000
563000		MOTOR VEHICLE PARTS	482	300	300	300	300
569000		OFFICE SUPPLIES	1,376	1,500	1,500	1,500	1,500
		TOTAL SUPPLIES AND MATERIALS	**$152,327**	**$165,200**	**$186,200**	**$165,800**	**$159,800**
		TOTAL MAIN LIBRARY	**$1,603,247**	**$1,708,580**	**$1,833,565**	**$1,787,745**	**$1,775,745**





Libraries - (continued)

Children's Library

The Children's Library is integrated into the Main Library budget with the exception of the program supplies and professional fees accounts used to purchase books, CDs and DVDs and pay for professional programs.

0016011 CHILDREN'S LIBRARY

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	$5,481	$6,700	$7,900	$7,000	$7,000
		TOTAL CONTRACTUAL SERVICES	**$5,481**	**$6,700**	**$7,900**	**$7,000**	**$7,000**
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	$39,948	$51,000	$71,400	$51,000	$51,000
		TOTAL SUPPLIES AND MATERIALS	**$39,948**	**$51,000**	**$71,400**	**$51,000**	**$51,000**
		TOTAL CHILDREN'S LIBRARY	**$45,429**	**$57,700**	**$79,300**	**$58,000**	**$58,000**

Manross Library

0016012 MANROSS LIBRARY

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	$185,923	$186,485	$196,639	$194,150	$194,150
515100		OVERTIME	4,838	4,690	5,092	4,690	4,690
515200		PART TIME	37,653	47,950	50,753	52,280	52,280
517000		OTHER WAGES	1,273	2,865	2,865	2,945	2,945
		TOTAL SALARIES	**$229,687**	**$241,990**	**$255,349**	**$254,065**	**$254,065**
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	$16,917	$20,000	$23,000	$20,000	$20,000
541000		PUBLIC UTILITIES	23,025	25,000	28,900	25,000	25,000
541100		WATER AND SEWER CHARGES	558	550	550	600	600
543000		REPAIRS AND MAINTENANCE	4,132	6,700	6,700	7,000	7,000
		TOTAL CONTRACTUAL SERVICES	**$44,631**	**$52,250**	**$59,150**	**$52,600**	**$52,600**
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES AND MATERIALS	$520	$1,500	$1,500	$1,500	$1,500
561800		PROGRAM SUPPLIES	46,440	49,000	56,300	49,000	49,000
562200		NATURAL GAS	8,596	12,000	12,000	12,000	12,000
		TOTAL SUPPLIES AND MATERIALS	**$55,557**	**$62,500**	**$69,800**	**$62,500**	**$62,500**
CAPITAL OUTLAY							
589100	MANRS	MISCELLANEOUS	$18,831	$0	$19,478	$0	$0
		TOTAL CAPITAL OUTLAY	**$18,831**	**$0**	**$19,478**	**$0**	**$0**
		TOTAL MANROSS LIBRARY	**$348,707**	**$356,740**	**$403,777**	**$369,165**	**$369,165**

Libraries - (continued)

Library Bequest

0016014 **LIBRARY BEQUEST**

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	$24,959	$13,525	$40,050	$27,730	$27,730
589100		MAIN MISC	0	0	0	4,130	4,130
		TOTAL SUPPLIES AND MATERIALS	**$24,959**	**$13,525**	**$40,050**	**$31,860**	**$31,860**
		TOTAL LIBRARY BEQUEST	**$24,959**	**$13,525**	**$40,050**	**$31,860**	**$31,860**

Board of Library Directors	**Expiration of Term**
Pina Salvatore	01/19
Elizabeth Kanachovski	01/19
Bonnie Lodovico	01/19
Donna Papazian	01/19
Valina Carpenter	01/20
Andrea Kapchensky	01/20
Thomas LaPorte	01/21
Doreen Rossi	01/21
Council Member Kelley	11/19

PARKS AND RECREATION

Brian Wilson, Superintendent
860-584-6160
brianwilson@bristolct.gov

It is the mission of the Bristol Parks and Recreation Department to provide a wide range of recreational and leisure opportunities in an effort to enhance the quality of life for all Bristol residents and promote positive physical, social and emotional experiences. In our effort to achieve this goal we will continue to provide safe, attractive and well maintained facilities.

The Parks Department is presently responsible for over 730 acres of park land which includes two major active parks with over 100 acres each, eight neighborhood parks, a lighted stadium, an indoor pool facility, a veterans memorial park and four open space, passive parks. In addition to the stewardship of the park system, the Parks Department also manages a robust recreation, aquatics, and wellness program that provides for the entire community. The programs connect individuals to each other and their City to enhance community spirit and a sense of place. Events run through the department include the Summer Concert Series, Santa Land and Pooch Plunge, among others. The parks also host countless events of all sizes from intimate weddings to the Mum Festival and Rockwell Summer Festival, bringing thousands of visitors into the City.

Facilities include: two outdoor swimming pools, one indoor swimming pool, three water spray parks, fourteen tennis courts (five lighted), six lighted sand volleyball courts, one pickle ball court, seven fishing areas, two horseshoe pits, two bocce courts, six basketball courts, six pre-school playscapes, an ADA compliant accessible playground, para-fitness course, four baseball diamonds, six (three lighted) softball diamonds, jogging path, metered walking path, hiking trails, two 18 hole disc golf courses, off-leash dog park and a cast-in-place skatepark.

The Parks Department is fortunate to have had many benefactors. These benefactors established numerous trusts and endowment funds that benefit the parks and community. Additionally, the Parks Department has set up a 501(c)(3) account with The Main Street Foundation for anyone wishing to support a park or project.

The professional staff consists of 22 full-time employees and more than 150 part-time seasonal employees. Policy is set by a seven member commission.

The Parks Department strives to become a leader in sports, wellness, conservation; and an economic driver for arts, culture and tourism by maintaining and developing public parks, playgrounds and recreational facilities and programming these community spaces in a variety of ways. The Parks Department is proactively working to meet the needs of all ages.

The Parks Department is striving to build a finer community spirit and contribute fully to the enrichment of life for the citizens of Bristol. The Parks Department is not an isolated unit of local government but is vitally related to all other community forces and works closely to integrate with other agencies serving the leisure-time interests of the citizens.

Parks and Recreation - (continued)

Fiscal Year 2018 Major Service Level Accomplishments

- Conducted a comprehensive study on Page Park Pool conditions and completed immediate repairs to the facility with further capital improvements underway.
- Implemented an Integrated Goose Management Program at Veterans Memorial Blvd. and Park to deter and ultimately diminish the resident Canada Goose population.
- Received a national grant to provide free meals for Bristol youth in need at Summer Camp and open to the public at Rockwell Park.

Fiscal Year 2019 Major Service Level Goals

- Implement the recommendations set forth in the Page Pool Analysis through the capital improvement plan.
- Develop department strategic plan.

Long Terms Goals

- Improve the pedestrian access in Page Park.
- Update Parks Master Plan.

Performance Measures

Quantitative

Program Participants:	**2015-16**	**2016-17**	**2017-2018**
Summer Program Participants	7,804	6,151	6,119
Fall & Winter Program Participants	9,615	5733	6,730

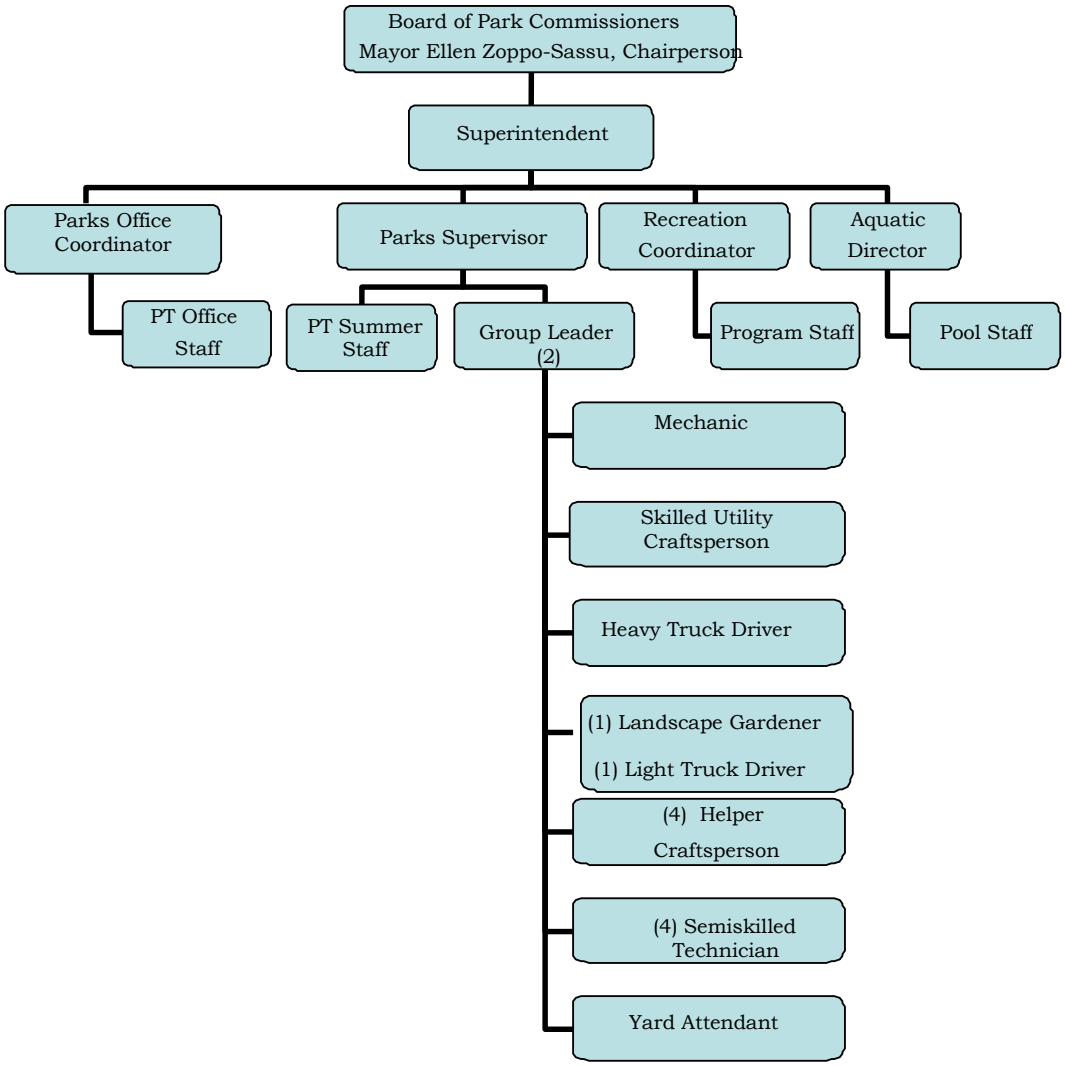
Dennis Malone Aquatic Center & Page Pool & Mrs. Rockwell Pool Participants	**2015-2016**	**2016-2017**	**2017-2018**
Seasonal and Annual Passes Fall, Winter, Spring Summer	49,975	47,827	40,183
Swim Lessons	3,500	2,431	2,883
Total Pool Attendance	53,475	50,258	52,314

Expenditure and Position Summary

	2017 Actual	**2018 Estimated**	**2019 Budget**
Salary Expenditures	$1,719,148	$1,911,537	$1,927,110
Full time Positions	22	22	22

Parks and Recreation - (continued)

Organizational Chart



Parks and Recreation - (continued)

Park Facilities

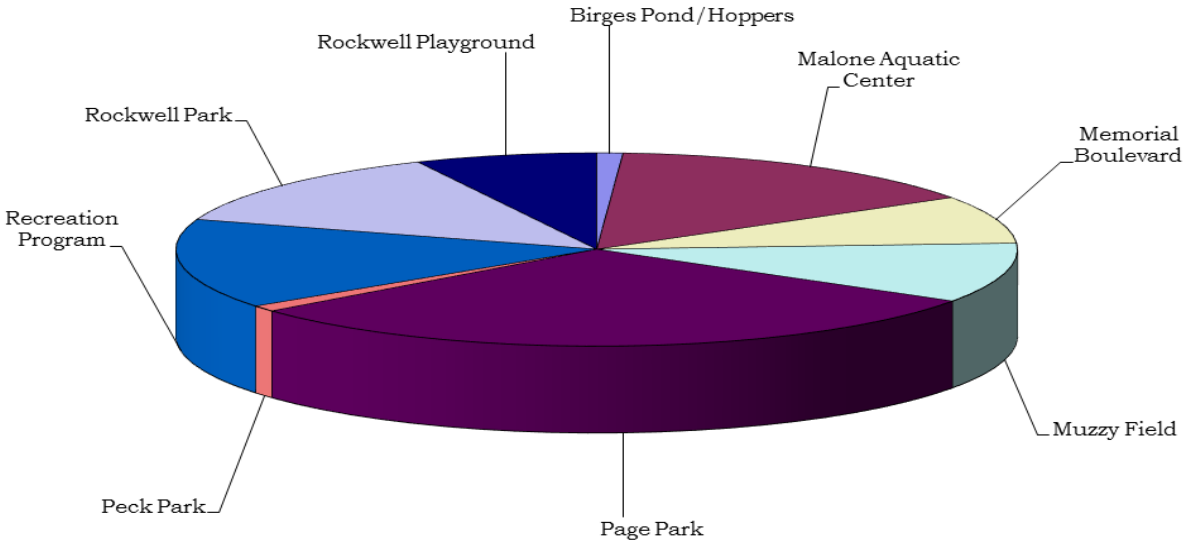
Number of parks and public squares	**20**
Number of acres	**730**
Playgrounds	**8**
Swimming Pools – Outdoors	**2**
Swimming Pools – Indoor	**1**
Ice Skating – Supervised outdoor	**1**
Lighted Tennis Courts (asphalt)	**5**
Unlighted Tennis Courts (asphalt)	**9**
Ball Diamonds:	
Hardball	**4**
Softball (3 lighted)	**6**
Stadium – Lighted	**1**
Little League (2 lighted)	**12**
Basketball Courts	**6**
Sand Volleyball Courts – Lighted	**6**
Fishing Areas	**7**
Soccer Fields	**3**
Horseshoe Pits	**2**
Bocce Courts	**2**
Ropes Challenge Course	**1**
Water Spray Park	**3**
Disc Golf Course	**2**
Dog Park	**1**
Skate Park	**1**

Parks and Recreation - (continued)

Internally, the Parks Department keeps an expenditure allocation, as shown in the table and graph below. The allocation distribution is based on the time spent maintaining each park and indicates what percentage of the budget is used. This method is consistent with various Parks Department trust languages. The percentages are based on the entire budget.

Birges Pond/Hoppers	1%	Page Park	30%
Malone Aquatic Center	15%	Peck Park	1%
Memorial Boulevard	8%	Recreation Programs	15%
Muzzy Field	10%	Rockwell Park	13%
		Rockwell Playground	7%

Park Distribution



Parks and Recreation - (continued)

Parks & Recreation Trust Accounts

Account #	Account Name	Purpose	Net Income/ P&I	Cycle
8550830 (400958720)	Bristol City S Goodsell Pk/Playground	Pay over to the Board of Finance of the City of Bristol for the care, maintenance, improvement acquisition and extension of parks and playgrounds.	Net Income	3/6/9/12 on the 31st
8551699 (406682320)	Page Dewitt Park Endowment	Pay net income annually to the City of Bristol upon request by said Board of Park Commissioners, at such times and in such amounts as said Board shall request, such sums of money as shall equal the amount of money appropriated and spent by the City in the development and upkeep of said Page Park, or in the erection and upkeep of building therein, in the planting of shrubbery, or in the acquisitions of land which may be acquired connected with or adjacent thereto, and in the care and maintenance of said Park for Park purposes. **Said Trustee may also pay to the City of Bristol, upon request by the Board of Park Commissioners from time to time, from the principal of said Trust Fund, an amount, in addition to the income or accruals from said Trust Fund not to exceed $10,000 per year, PROVIDED, a like amount, dollar for dollar, shall be expended by the City upon said Page Park; but in no instance and under no condition shall there be withdrawn from said Trust Fund yearly more than said sum of $10,000 from the principal in addition to the total amount of the income and accruals.**	P & I	3/6/9/12 on the 21st
8547303 (306684040)	Page May Rockwell Tr U/W Tr A	The Trustee shall annually pay to the City of Bristol an amount of money that will equal one-third of the appropriation for the maintenance of Page Park as disclosed in the annual budget for the City of Bristol as finally approved by the Board of Finance. Should future conditions result in the annual appropriation for maintenance of Page Park by the City of Bristol increasing to the point where income available to the city annually from the Dewitt Page Park Endowment Fund would not be sufficient to provide one-third of the appropriation, then and in that event only, the trustee in its sole discretion may increase the annual payment to the City of Bristol directed herein, by the amount of such deficiency. Recognizing the probability of net income remaining after the payment to the City of Bristol, the trustee in its sole uncontrolled discretion may distribute annually all or part of such remaining income to non-profits.	P & I	3/6/9/12 on the 21st
8547304 (306684140)	Page May Rockwell Tr U/W Tr A	1) Add all or part of the income remaining after payment of administration expenses to the principal of this trust; 2) Pay to the City of Bristol, upon the request of its Board of Park Commissioners, such amount as said Board may request for major repairs or replacements to the swimming pool or its related machinery and equipment; provided, however the trustee agrees with the Board of Park Commissioners that such an expenditure would constitute a major repair or replacement. The judgment of the trustee in this matter shall be final and conclusive; 3) Pay such expenditures as are provided in the preceding paragraph from either principal or income in the sole discretion of the trustee.	Net Income	3/6/9/12 on the 21st
8535483 (1194901010)	Page, May Rockwell fbo Rockwell Park	For the maintenance of Rockwell Park in said City of Bristol, and I direct that so much of the net income there from as shall be needed for such maintenance shall be disbursed by the trustee from time to time upon the requisition of the treasurer, comptroller or other proper officer of the City of Bristol, accompanied by a detailed statement of expenditures made for the upkeep, improvement, development, and beautification of said park, with power in my trustee to accumulate and add to principal any unexpended income. **I further empower my said trustee, in its sole discretion, to pay to the City of Bristol such part of the principal as may be necessary for the repair or reconstruction of said park in the event of the destruction or serious damage to said park by flood or other major catastrophe.**	P & I	3/6/9/12 on the 21st
8555098 (6005842710)	Peck, Constant fbo Peck Park	If more money than is needed for the purchase of the land, then such a remainder may be used for equipment or endowment- at the discretion of the Trustees.	P & I	3/6/9/12 on the 21st
8536513 (1227404010)	Rockwell, Nettie fbo Memorial Blvd	To improve, beautify and care for the Rockwell Memorial Boulevard running from Main Street east to its junction with Riverside Ave and in the care, improvement and betterment of the property of the City of Bristol adjoining said Boulevard on the north and south sides thereof. Said expenditures from this fund shall be made with the approval of the above mentioned department of the government of the City of Bristol.	P & I	3/6/9/12 on the 21st
8536519 (1228006010)	Rockwell, Nettie fbo Playground	Care, maintenance, equipment, improvement and supervision of that portion of Rockwell Park which has heretofore been designated as "Mrs. Rockwell's Playground", provided that said premises shall be continued as a play and recreation ground for children to the exclusion of work or study by them, in substantial conformity with the use of said premises heretofore under my direction. It is my wish that no bottled beverage be sold or distributed in this playground and that at all times the greatest kindliness be shown to the children.	P & I	3/6/9/12 on the 21st
8536514 (1227800010)	Rockwell, Nettie fbo Rockwell Park	Improvement, care and maintenance of Rockwell Park in Bristol in cooperation with the Board of Park Commissioners or other dept of the city gov't having immediate charge of said Park. Said income may be used for such additions, improvements and equipment of said Park as shall be approved by the above mentioned dept of the city gov't. It is my wish that no additional refreshment or other stands for the sale of food, beverages, or other articles be erected or maintained in said Park.	P & I	3/6/9/12 on the 21st

Parks and Recreation- (continued)

Parks and Recreation Locations and Facilities

VETERAN'S MEMORIAL PARK and BOULEVARD - 25 acres given in 1921 by Albert Rockwell along with school property. The entrance is located off Main Street. **Facilities:** Passive recreation parallel to the Pequabuck River with benches, two fishing ponds, four tennis courts, memorial monuments, parking, multi-use athletic field, softball field, hardball field and walking path with mile markers.

PAGE PARK - 85.5 acres given by DeWitt and May Rockwell Page in 1933. Entrances are located off King Street, Moody Street, Page Avenue and Woodland Street. **Facilities:** Outdoor swimming pool, regular playground, boundless playground, fishing lagoon, 18 hole disc golf course, picnic areas, five lighted tennis courts, lighted softball field, hardball diamond, horseshoe pits, basketball court, pavilion and lodge buildings which house arts and camp programs through the year.

ROCKWELL PARK – 104.6 acres given by Albert and Nettie Rockwell in 1911. Entrances are located off Jacob Street, Dutton Avenue, Park Street and Terryville Road. **Facilities:** Lagoon, fishing pond, regular playground, toddler playground, outdoor swimming pool, 18 hole disc golf course, picnic areas, basketball court, para-fitness course, multi-purpose field, walking/hiking trail, pavilion and dog park. Recent renovations include additional parking, pedestrian walkways, cast-in-place skateboard plaza, water-spray park, lighted sand volleyball courts, signage and gateway treatments.

BRACKETT PARK – 2 acres purchased from Carlyle F. Barnes in 1917 and later named for Dr. A. S. Brackett who was instrumental in securing the purchase. Entrances are located on School Street and North Main Street. **Facilities:** Renovation completed in 2006 and includes a basketball court, gazebo, enclosed toddler playground and memorial garden.

PECK PARK – 8 acres, land transferred from the Board of Education in 1976. Developed and constructed through Community Development funding and completed in 1977. Trust Fund set up to maintain park under the will of Constant Y. Peck. Entrance is located on Daley Street, additional parking at Greene-Hills School. **Facilities:** Four tennis courts, regular playground and youth softball field.

SEYMOUR PARK – 5.2 acres acquired through the estate of George Dudley Seymour in 1971. The park is located on Shrub Road next to Barnes Nature Center. **Facilities:** Hardball diamond (Riley Field), basketball court, two tennis courts, picnic area and regular playground.

Parks and Recreation – (continued)

WILSON PLAYGROUND – 2 acres given by Bristol Brass Corporation in memory of Albert Wilson in 1950. The playground is located on King Street. **Facilities:** Regular playground, youth softball field and basketball court.

MUZZY FIELD – 8.5 acres given in 1912 by Commissioner Adrian Muzzy in memory of his two sons. The field is located on Muzzy Street. **Facilities:** Lighted baseball, football and soccer stadium complex with a seating capacity for baseball-4,900 and football/soccer-5,800.

CASEY FIELD – 9 acres transferred from the Sewer Department in 1950 and later named for former Mayor James P. Casey. The entrance is located on Lake Avenue. **Facilities:** Lighted softball field, parking and midget football facility.

E.G.STOCKS PLAYGROUND – 1.5 acres transferred from the Sewer Department in 1954 and later named for former Superintendent of Parks, E. Gordon Stocks. The entrance is located on Middle Street. **Facilities:** Renovated in 2007, and includes a basketball court, regular playground, four lighted sand volleyball courts, restrooms, pavilion shelter, water-spray park.

FEDERAL HILL GREEN - 2 acres, park controlled designation when the Park Board was formed in 1913, located at Maple Street and Queen Street. **Facilities:** Community green area, lighted walkway, regular playground, playfield, gazebo and park benches.

INGRAHAM FIELD – 8 acres given in 1936 by Edward Ingraham. The entrance is off Woodland Street. **Facilities:** Playfield located within confines of Page Park.

PINE LAKE – 54 acres purchased in the late 1960's and given to the Park Department in 1982. The entrance is located off Emmett Street, Pine Street and Birch Street. **Facilities:** Fishing pond, accessible fishing pier and parking lot, ropes challenge course and Bristol Soccer Club Facility.

NELSON FIELD – 50 acres acquired in 1988 under the Recreation and National Heritage Trust Program and the State of Connecticut D.E.P. The entrance is off Burlington Avenue. **Facilities:** Parking, passive recreation and sliding hill.

FRASER FIELD - Given by Albert Rockwell in 1914 and later named for former Park Superintendent, Willis P. Fraser. The entrance is located on Park Hill Road and Terryville Road. **Facilities:** 4 little league fields for McCabe-Waters Little League.

HOPPERS/BIRGE POND NATURE PRESERVE – 270 acres acquired in 1974 and located on Beech Street and Ambler Road. **Facilities:** Open space with geological kettles, hiking, boardwalk, fishing pond and kayaking and canoeing.

DENNIS N. MALONE AQUATIC CENTER - built in 1995 and located on Mix Street. **Facilities:** Indoor swimming pool which offers daily and seasonal memberships for swim programs, lessons and swim teams.

Parks and Recreation – (continued)

MIX STREET FIELD – 10 acres acquired from the New Britain Water Department and Bristol Water Department in 2014. **Facilities:** Lighted softball field and multi-use youth field.

KERN PARK – Deeded to the City in 1966, Kern Park is 22 acres of a larger parcel which now consists of Ivy Drive School to its north. The park is named after long time Park Commissioner Herbert L. Kern and is currently a passive recreation area with nature trails connecting the school grounds to surrounding neighborhoods, and wetland and upland habitats.

PARK CURFEWS
Closed at dusk except for Parks Department sponsored programs.

Board of Park Commissioners	**Term Expiration Date**
Mayor Ellen Zoppo- Sassu, Chairperson	11/2019
Cynthia Donovan	12/2020
Sandra Bogdanski	12/2019
Paula O'Keefe	12/2020
Robert Kalat	12/2019
Robert Fiorito	12/2020
Mary Ellen Holden	12/2018

Parks and Recreation - (continued)

Budget Highlights

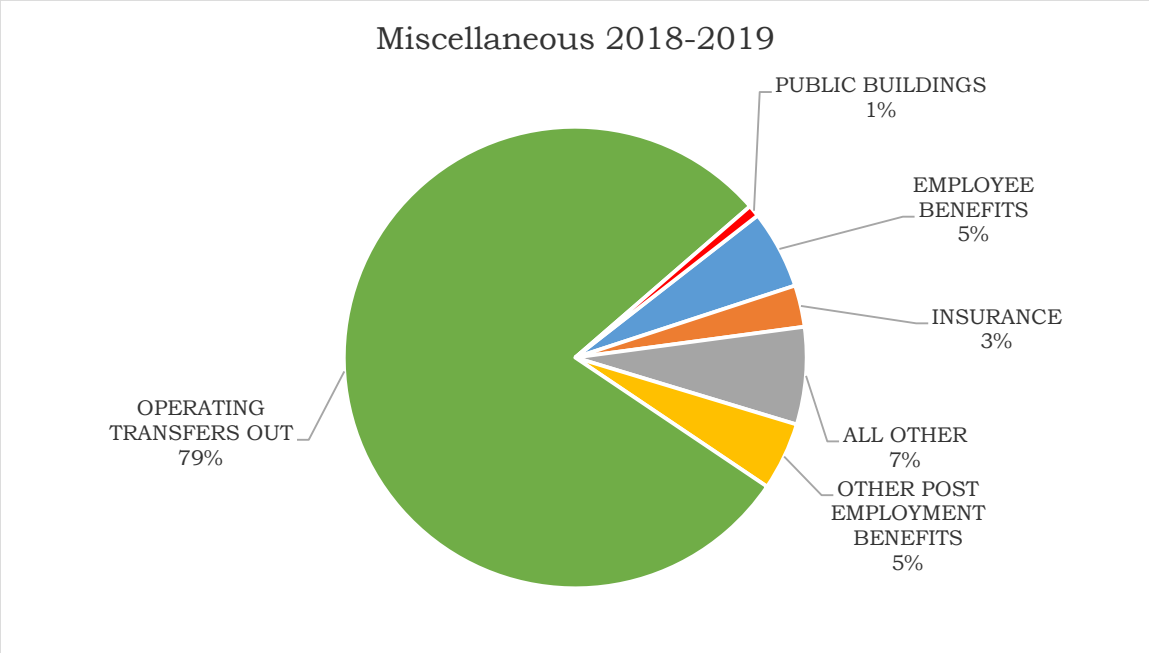
0017000 PARKS AND RECREATION

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	$1,056,187	$1,162,495	$1,232,202	$1,236,135	$1,236,135
515100		OVERTIME	97,749	97,660	112,935	104,365	104,365
515200		PART TIME	555,835	538,630	538,630	581,000	581,000
517000		OTHER WAGES	9,377	32,270	27,770	5,610	5,610
		TOTAL SALARIES	**$1,719,148**	**$1,831,055**	**$1,911,537**	**$1,927,110**	**$1,927,110**
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	$31,584	$36,000	$40,500	$31,000	$31,000
531010		GEESE MANAGEMENT	0	0	6,000	10,000	10,000
541000		UTILITIES	121,404	120,000	120,000	122,000	122,000
541100		WATER AND SEWER CHARGES	56,696	58,000	58,000	58,000	58,000
542140		CITY REFUSE	5,472	8,100	8,100	7,000	7,000
543000		REPAIRS AND MAINTENANCE	55,242	48,000	52,950	90,000	90,000
543000	14019	REPAIRS AND MAINTENANCE	2,820	0	0	0	0
543100		MOTOR VEHICLE SERVICE AND REPAIR	15,465	9,000	9,000	15,000	15,000
553000		TELEPHONE	4,650	5,200	5,200	5,200	5,200
553100		POSTAGE	119	500	500	500	500
554000		TRAVEL REIMBURSEMENT	0	285	285	285	285
555000		PRINTING AND BINDING	100	100	100	100	100
557700		ADVERTISING	0	300	300	6,000	5,000
581120		CONFERENCES AND MEMBERSHIPS	179	500	500	5,000	5,000
581200		VANDALISM	869	5,500	5,500	5,500	5,500
		TOTAL CONTRACTUAL SERVICES	**$294,602**	**$291,485**	**$306,935**	**$355,585**	**$354,585**
SUPPLIES							
561400		MAINTENANCE SUPPLIES	$90,061	$115,000	$107,000	$125,000	$117,000
561800		PROGRAM SUPPLIES	57,756	65,945	62,945	42,000	42,000
562100		HEATING OIL	13,253	13,650	16,650	14,000	14,000
562200		NATURAL GAS	24,788	28,000	28,000	27,000	25,000
562600		MOTOR FUELS	21,250	21,960	21,960	22,000	22,000
563000		MOTOR VEHICLE PARTS	20,884	20,000	28,000	20,000	20,000
563100		TIRES	2,975	3,000	3,000	3,000	3,000
569000		OFFICE SUPPLIES	856	950	950	950	950
		TOTAL SUPPLIES	**$231,823**	**$268,505**	**$268,505**	**$253,950**	**$243,950**
CAPITAL OUTLAY							
570500	17016	2016 FORD F150	$23,015	$0	$0	$0	$0
570500	17017	2016 FORD F350	44,465	0	0	0	0
570905		PARK SMALL EQUIPMENT	13,553	4,000	4,000	10,000	10,000
579999		EQUIPMENT	0	0	0	339,100	0
589100		VARIOUS	54,774	0	5,869	0	0
		TOTAL CAPITAL OUTLAY	**$135,808**	**$4,000**	**$9,869**	**$349,100**	**$10,000**
OTHER/MISCELLANEOUS							
552100		INSURANCE	$40,066	$42,405	$42,405	$45,000	$45,000
		TOTAL OTHER/MISCELLANEOUS	**$40,066**	**$42,405**	**$42,405**	**$45,000**	**$45,000**
		TOTAL PARKS AND RECREATION	**$2,421,447**	**$2,437,450**	**$2,539,251**	**$2,930,745**	**$2,580,645**

MISCELLANEOUS

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

ORGCODE	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
0018101	RETIREMENT BENEFITS	$449,841	$1,266,285	$1,266,285	$1,644,745	$0
0018102	EMPLOYEE BENEFITS	2,136,022	1,568,320	1,568,320	1,666,320	1,676,320
0018105	INSURANCE	785,114	842,000	842,050	888,000	888,000
0018106	ALL OTHER	832,390	2,536,700	1,450,557	2,096,950	2,076,950
0018107	OTHER POST EMPLOYMENT BENEFITS	1,000,000	1,362,655	1,362,655	1,450,000	1,450,000
0018108	OPERATING TRANSFERS OUT	42,692,889	22,944,090	37,191,162	24,707,005	24,108,445
0018310	PUBLIC BUILDINGS	403,000	250,000	250,000	310,000	250,000
TOTAL MISCELLANEOUS		**$48,299,256**	**$30,770,050**	**$43,931,029**	**$32,763,020**	**$30,449,715**



Miscellaneous - (continued)

Service Narrative

Miscellaneous expenditures consist of special items not included in any other function. The categories are: Retirement Benefits, Employee Benefits, Heart and Hypertension, General City Insurance, All Other, Other Post Employment Benefits, Operating Transfers Out, and Public Buildings. The Parks and Recreation Department budget includes their cost for liability insurance in its budget in order to properly report expenditures for Trust Accounts.

Some of the areas classified as "All Other" include the Contingency account and the Contractual Obligations account. It has been the City's practice to set aside funds to be available for emergency appropriations during the year to stabilize funds without using fund balance. The Contract Obligations account is used to budget estimates for expired unsettled employee bargaining agreements. Once contracts are settled and approved by the City Council, funding for the contract settlements are referred to the Board of Finance for approval. The Economic Development account is also included in the "All Other" category. The Economic Development account was set up several years ago to aid businesses to relocate or expand in Bristol with the expectation to increase the City's tax base and to create employment opportunities. No funding was approved for the 2018-2019 budget as there is a sufficient balance in the Economic Development Reserve account to handle any funding requests for the upcoming year.

RETIREMENT BENEFITS

Service Narrative

Retirement Benefits represents the City's portion of the actuarial recommended contribution to the City's Retirement System. The City has three retirement or pension funds for their employees as follows: City of Bristol Retirement System for General City employees, including some Board of Education employees; Firefighters' Benefits Fund for Firefighter employees; and a Police Benefits Fund for Police employees.

For 2018-2019 the City's actuary (Milliman, Inc.) had recommended a contribution to the City Retirement System in the amount of $3,465,274, allocated $1,863,205 for the City and $1,602,069 for the Board of Education. Due to budget challenges the City was facing, particularly with respect to the reduction in State revenues, the City reviewed options to take advantage of the overfunding in the Police and Fire Pension funds (164% and 268%, respectively). The City pension plan was 99.1% funded thereby resulting in an annual contribution to fund the normal cost of the pension fund. Working with various City officials, Police and Fire union representatives, the City's pension attorney, Corporation Counsel and the actuary, the City was able to successfully consolidate the three funds under one "umbrella" and eliminate the need for the contribution. Based on an analysis provided by the City's actuary, assuming market conditions similar to historical trends, the City would not have to make a contribution for approximately 30 years to the pension fund. Through this process the City was able to use an existing asset (overfunding in the Police and Fire funds) to offset a cost to the City.

Miscellaneous - (continued)

Budget Highlights

0018101 RETIREMENT BENEFITS

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
520905		GENERAL CITY RETIREMENT	$449,841	$1,266,285	$1,266,285	$1,644,745	$0
		TOTAL RETIREMENT BENEFITS	**$449,841**	**$1,266,285**	**$1,266,285**	**$1,644,745**	**$0**
		TOTAL RETIREMENT BENEFITS	**$449,841**	**$1,266,285**	**$1,266,285**	**$1,644,745**	**$0**

EMPLOYEE BENEFITS

Service Narrative

The Employee Benefits section is the City's payment of Life Insurance, HMO-Dental, Health Insurance-City, Disability Insurance, FICA, Medicare, Employee Assistance Program, and Unemployment Insurance.

The "Transfer to Health Benefits" in parenthesis indicates the Health Insurance-City appropriation transferred out to the Health Benefits Internal Service Fund as shown within the Operating Transfers Out activity located on page 297.

The following is a listing of the Employee Benefits and the vendor provider/payee:

Category	Vendor Provider/Payee
Life Insurance	Madison National Life Insurance
HMO-Dental	Cigna
Health Insurance-City	Cigna, Express Scripts and Anthem
Disability Insurance	Madison National Life Insurance
FICA (City Share 6.2%)	Internal Revenue Service
Medicare (City Share 1.45%)	Internal Revenue Service
Employee Assistance Program	Wheeler Clinic
Unemployment Insurance	State of CT Department of Labor

Budget Highlights

0018102 EMPLOYEE BENEFITS

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
EMPLOYEE BENEFITS							
520100		LIFE INSURANCE	$48,262	$50,000	$50,000	$53,000	$53,000
520250		HMO- DENTAL	29,877	34,020	34,020	34,020	34,020
520300		HEALTH INSURANCE	10,173,990	9,646,500	9,646,500	10,417,450	10,182,700
520500		DISABILITY INSURANCE	8,845	11,300	11,300	11,300	11,300
520700		F.I.C.A.	891,404	950,000	950,000	1,010,000	1,010,000
520750		MEDICARE INSURANCE	495,000	495,000	495,000	530,000	530,000
520800		EMPLOYEE ASSISTANCE PROGRAM	6,438	8,000	8,000	8,000	8,000
521050		COMPENSATED ABSENCE PAYOUT	648,016	0	0	0	0
521200		UNEMPLOYMENT INSURANCE	8,181	20,000	20,000	20,000	30,000
591516		TRANSFER TO HEALTH INSURANCE	(10,173,990)	(9,646,500)	(9,646,500)	(10,417,450)	(10,182,700)
		TOTAL EMPLOYEE BENEFITS	**$2,136,022**	**$1,568,320**	**$1,568,320**	**$1,666,320**	**$1,676,320**
		TOTAL EMPLOYEE BENEFITS	**$2,136,022**	**$1,568,320**	**$1,568,320**	**$1,666,320**	**$1,676,320**

Miscellaneous - (continued)

The 2018-2019 General Fund budget for Employee Benefits reflects a 6.9% increase. The City is in its ninth year with Cigna for medical and Express Scripts for prescription benefits. Anthem provides dental benefits. The City has had good experience in its Health Insurance self-insurance fund over the last year and as a result health insurance costs are projected to increase approximately 6% for 2018-2019.

HEART AND HYPERTENSION

Service Narrative

These accounts budget for State of Connecticut mandates that require municipalities to compensate police officers or firefighters who are diagnosed with a heart or hypertension disease. The disease also has to be proven to be job related to receive these benefits and only firefighters and police officers who were employed in such capacity on July 1, 1996 are eligible for these benefits. PMA Management, a third party administrator, administers these claims. In the 2015-16 budget, it was suggested by the City's auditors that the expenditures related to Heart and Hypertension be shown in the Workers' Compensation Fund. There is a transfer in the Operating Transfers Out section to reflect this action. The amount remained the same for 2018-2019.

Budget Highlights

0018103 HEART AND HYPERTENSION

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
HEART AND HYPERTENSION							
516000		HEART AND HYPERTENSION WAGES	$575,000	$612,000	$612,000	$612,000	$612,000
520930		HEART AND HYPERTENSION BENEFITS	122,500	130,500	130,500	130,500	130,500
531000		PROFESSIONAL FEES	2,500	2,500	2,500	2,500	2,500
591517		TRANSFER TO WORKERS COMPENSATION	(700,000)	(745,000)	(745,000)	(745,000)	(745,000)
		TOTAL HEART AND HYPERTENSION	**$0**	**$0**	**$0**	**$0**	**$0**
		TOTAL HEART AND HYPERTENSION	**$0**	**$0**	**$0**	**$0**	**$0**

INSURANCE

Service Narrative

This activity includes payment of the various premiums that provide protection for liability, fire losses, and damage claims. This includes: workers' compensation insurance, insurance consultant fees, property insurance, auto insurance, liability insurance, claims deductibles, and council settlement claims.

On the next page is a chart outlining all lines of insurance for the City and Board of Education.

The City's insurance consultant is Tracy Driscoll, an insurance and financial services company located in Bristol. They are paid a consulting fee to serve as a liaison with the City's broker-agents.

Casualty insurance, which refers to liability insurances, is handled by H.D. Segur, Inc. as the City's broker-agent. They are paid through commissions included in the budgeted policy premiums.

Property insurance is handled by Roland Dumont Agency Inc. as the City's broker-agent. They are paid through commissions included in the budgeted policy premiums.

Budget Highlights

The 2018-2019 Insurance budget shows a total increase of $46,000 within the insurance accounts due to expected increases in auto and liability insurance. The City of Bristol's Workers' Compensation fund is self-insured and claims are processed by PMA Management, the third party administrator. More information can be found in the "Internal Service" tab on page 337. The City's contribution for Workers' Compensation has decreased by 12% due to a more accurate allocation of costs amongst departments.

Shown below is the City's portion of the insurance allocation within the General Fund. The Board of Education, Sewer Operating and Assessment Fund, Water Department and Parks Department budget proportionately on allocation relative to their respective department budgets.

0018105 INSURANCE

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
INSURANCE							
520400		WORKERS COMPENSATION	$2,453,000	$2,148,000	$2,148,000	$1,900,000	$1,900,000
531130		INSURANCE CONSULTANT	20,000	20,000	20,000	20,000	20,000
552000		PROPERTY INSURANCE	34,614	55,000	55,000	52,000	52,000
552010		AUTO INSURANCE	275,370	304,500	304,500	312,000	312,000
552100		LIABILITY INSURANCE	364,441	382,500	382,500	399,000	399,000
586110		CLAIMS- DEDUCTIBLE	90,507	75,000	75,000	100,000	100,000
586120		CLAIMS- COUNCIL SETTLEMENT	182	5,000	5,050	5,000	5,000
591517		TRANSFER OUT TO WORKERS COMPENSATION	(2,453,000)	(2,148,000)	(2,148,000)	(1,900,000)	(1,900,000)
		TOTAL INSURANCE	**$785,114**	**$842,000**	**$842,050**	**$888,000**	**$888,000**
		TOTAL INSURANCE	**$785,114**	**$842,000**	**$842,050**	**$888,000**	**$888,000**

Miscellaneous - (continued)

Summary of Property and Casualty Insurances

Insurance Coverage	Broker Agent	Carrier	Policy Limits	Deductible
Workers' Compensation		PMA (3rd Party Admin.)	Self-Insured	N/A
Excess Workers' Compensation	H.D. Segur	Safety National	Statutory	$700,000
Property	Roland Dumont Agency	Travelers	Various	$5,000 EDP & A/R
Auto	H.D. Segur	Argonaut Ins. Co.	$1,000,000	$5,000 Bodily Injury/ Physical Damage $1,000 Comp/Coll
Liability	H.D. Segur	Argonaut Ins. Co.	$1,000,000	Occurrence
			$3,000,000	Aggregate
Umbrella	H.D. Segur	PA Manufacturer's Assn. Ins. Co.	$10,000,000	
CITY				
Errors & Omissions	H.D. Segur	Argonaut Ins. Co.	$1,000,000	$25,000
Public Official & Employment Practices	H.D. Segur	Argonaut Ins. Co.	$1,000,000	$25,000
Law Enforcement	H.D. Segur	Argonaut Ins. Co.	$1,000,000	$25,000
Crime	Roland Dumont Agency	Travelers	Various	
EDUCATION				
Errors & Omissions	H.D. Segur	Argonaut Ins. Co.	$1,000,000	$25,000
Employment Practices Liability	H.D. Segur	Argonaut Ins. Co.	$1,000,000	$25,000

Miscellaneous - (continued)

Property Insurance

Form	Travelers Manuscript Form with Endorsements
Conditions	Risks of Direct Physical Loss including Flood and Earthquake
Term	July 1, 2018 to July 1, 2019
Limits	$545,715,211 Buildings and Structures $ 46,977,806 Personal Property $ 2,500,000 Data Processing & Media $ 3,746,472 Contractor's Equipment
Valuation	Replacement Cost (Except Contractor's Equipment), Agreed Amount, No Coinsurance
Schedule of Insured	On file

Crime

Coverage	Description
$1,000,000	Blanket Public Employee and School Employee Dishonesty Coverage Includes: ▪ Faithful Performance of Duty ▪ Pension and Employee Benefits ▪ Volunteers, Students, Non-Compensated Officers & Directors and Committee Members Scheduled Excess Limit of Insurance (Employee Dishonesty): ▪ $1,000,000 Treasurer ▪ $1,000,000 Deputy Treasurer ▪ $ 500,000 Purchasing Agent ▪ $1,000,000 Comptroller ▪ $ 500,000 Assistant Comptroller ▪ $ 250,000 Public Works Director
$100,000	Forgery and Alteration
	Money & Securities (In/Out) Coverage includes: ▪ $ 100,000 City Hall ▪ $1,575,000 (Peak Season 7/1 – 8/10 & 1/1 – 2/10) ▪ $ 30,000 Water Department ▪ $ 15,000 Board of Education ▪ $ 4,000 Bristol Eastern and Bristol Central High Schools
$500,000	Computer Fraud
$500,000	Funds Transfer Fraud
$25,000	Counterfeit Currency
	Other Property ▪ $100,000 Premises ▪ $100,000 Messenger
$250 $1,000	Deductible - All coverages except Employee Dishonesty Deductible - Employee Dishonesty

Miscellaneous - (continued)

ALL OTHER

Service Narrative

This activity includes items that are extraordinary in nature and difficult to classify. These items include: housing authority sewer user fees, hydrant charges, citywide equipment/maintenance contracts, citywide postage reimbursement, tax foreclosure costs, and economic development. The contingency account is included in this activity and is the account that provides for unforeseen expenditures that may occur during the budget year.

Budget Highlights

The 2018-2019 Budget shows an overall decrease in the All Other category of $459,750.

0018106 ALL OTHER

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
ALL OTHER							
522301		CONTRACTUAL OBLIGATIONS	$0	$900,000	$0	$450,000	$530,000
531000		PROFESSIONAL FEES	7,968	15,950	15,950	15,950	15,950
541110		SEWER USE PAYMENTS HOUSING AUTHORITY	27,641	30,750	30,750	36,000	36,000
541220		HYDRANT CHARGES	38,448	40,000	40,000	40,000	40,000
543200		EQUIPMENT MAINTENANCE CONTRACTS	61,292	75,000	75,000	90,000	90,000
569000		OFFICE SUPPLIES	8,078	10,000	10,000	10,000	10,000
570400		COMPUTER REPLACEMENT PROGRAM- CITY	235,476	282,000	325,445	250,000	250,000
581250		TAX FORECLOSURE COSTS	40,091	50,000	50,000	50,000	50,000
581739		GRADUATION PARTIES DONATION	3,000	3,000	3,000	0	0
587030		DEMOLITION	186,105	0	9,795	0	0
589000		CONTINGENCY	0	1,000,000	754,908	1,000,000	1,000,000
589100		UNANTICIPATED EXPENSES	24,291	30,000	35,709	30,000	30,000
591125		COMMODITIES	0	50,000	50,000	25,000	25,000
591150		ECONOMIC DEVELOPMENT EXPENSES	200,000	50,000	50,000	100,000	0
		TOTAL ALL OTHER	**$832,390**	**$2,536,700**	**$1,450,557**	**$2,096,950**	**$2,076,950**
		TOTAL ALL OTHER	**$832,390**	**$2,536,700**	**$1,450,557**	**$2,096,950**	**$2,076,950**

Economic Development

The Bristol Development Authority (BDA) considers tax abatement incentive packages and reviews grant applications that are submitted to the Economic Development Director. Once the Director is satisfied that the application for incentive(s) is complete, he notifies the Mayor who calls a meeting of the BDA. The BDA has nine voting members, including the Mayor and one member of the City Council.

The BDA meets each month and may hold special meetings to address grant applications, tax abatements, and other incentives. The BDA awarded 10 economic development grants in fiscal year 2017-2018 to Winchester Industrial Controls, Curtis Products, Family Hair, Ascension Athletics, Novo Precision, Max Pizza, Main St. Pint & Plate, Firefly Hollow Brewing, Get Up N Dance, and Real Cafe. In addition to grants, the BDA awarded a tax abatement package to Silent Partner Logistics to encourage the establishment of a clothing distribution center on Minor Road. Economic development is important in marketing the Southeast Bristol Business Park, Centre Square, and the Enterprise Zone. However, grants may be awarded anywhere in the City. The program has actually been a distinctive feature of Bristol's development efforts and has distinguished itself as a unique program. The grant program has provided a great deal of word-of-mouth marketing for the City.

Miscellaneous - (continued)

The majority of grants are evaluated on the payback in real terms to the City in new property taxes, both equipment and real property, usually within five years of the grant. Jobs are a compelling feature of economic development grant projects as well. Companies that receive grants sign 10-year agreements with the City that contain certain conditions to protect the City's investment.

OTHER POST EMPLOYMENT BENEFITS (OPEB)

Service Narrative

The Board of Finance adopted a graduated funding scale to eventually reach full funding of the annual required cash contribution for other post employment benefits. The funding started with a base contribution of $200,000 in 2007-2008. It is anticipated to increase the funding each year until the City has achieved full funding of the required contribution. This expenditure was added in fiscal year 2007-2008 with the implementation of GASB Statement 45, which required municipalities to report other post employment benefit costs. The chart on the next page shows the Board of Finance funding strategy and actual approved budgets to date. There have been exceptions to the funding strategy over the years. The City Council approved a transfer of excess funds, effective June 30, 2011, from the Police & Fire Benefit Funds to offset their post employment benefit expenses. For 2018-2019, the City is making a contribution of $1,450,000.

Budget Highlights

0018107 OTHER POST EMPLOYMENT BENEFITS

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
BENEFITS							
520925		OTHER POST EMPLOYMENT BENEFITS	$1,000,000	$1,362,655	$1,362,655	$1,450,000	$1,450,000
		TOTAL BENEFITS	**$1,000,000**	**$1,362,655**	**$1,362,655**	**$1,450,000**	**$1,450,000**
		TOTAL OTHER POST EMPLOYMENT BENEFITS	**$1,000,000**	**$1,362,655**	**$1,362,655**	**$1,450,000**	**$1,450,000**

Miscellaneous - (continued)

OPEB Funding Schedule

YEAR		BUDGET AMOUNT	INCREASE	% CONTR
1	2007/2008	200,000		5.48%
2	2008/2009	250,000	50,000	6.85%
3	2009/2010	312,500	62,500	8.56%
4	2010/2011	390,625	78,125	10.70%
5	2011/2012	185,280	(205,345)	5.08%
6	2012/2013	610,355	425,075	16.72%
7	2013/2014	685,940	75,585	18.79%
8	2014/2015	685,940	-	18.79%
9	2015/2016	700,000	14,060	19.18%
10	2016/2017	1,000,000	300,000	27.40%
11	2017/2018	1,362,655	362,655	37.33%
12	2018/2019	1,450,000	87,345	39.73%
13	2019/2020	1,600,000	150,000	43.84%
14	2020/2021	1,900,000	300,000	52.05%
15	2021/2022	2,250,000	350,000	61.64%
16	2022/2023	2,500,000	250,000	68.49%
17	2023/2024	2,900,000	400,000	79.45%
18	2024/2025	3,275,000	375,000	89.73%
19	2025/2026	3,650,000	375,000	100.00%
BASED ON NET BUDGET OPEB AMOUNT			3,650,000	
Per 6/30/17 OPEB valuation				

OPERATING TRANSFERS OUT

Service Narrative

This activity includes transfers to the Special Revenue funds, Debt Service funds, Capital Project funds and Internal Service funds. The Debt Service transfer detail can be found in the “Debt Service” tab. The Special Revenue transfer out includes funds for the City share of the Bristol Development Authority as seen in the “Special Revenue” tab on page 301.

Miscellaneous - (continued)

Budget Highlights

The 2018-2019 budget shows an increase in operating transfers out in the amount of $1,164,355. The charts below indicates the budget in summary and detail.

Debt Service expenditures can be found in detail in the "Debt Management" tab in this document. Capital Projects can be found in detail behind the "Capital Budget Summary" tab.

0018108 OPERATING TRANSFERS OUT

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
OPERATING TRANSFERS OUT (USES)							
591100		TRANSFER TO SPECIAL REVENUE	$3,717,348	$1,398,440	$1,492,780	$1,849,555	$1,745,745
591201		TRANSFER TO DEBT SERVICE FUND	7,948,815	8,417,385	8,417,385	9,050,000	8,900,000
591300		TRANSFER TO CAPITAL PROJECTS	1,767,206	588,765	596,265	745,000	635,000
591500		TRANSFER TO INTERNAL SERVICE	29,259,520	12,539,500	26,684,732	13,062,450	12,827,700
		TOTAL OPERATING TRANSFERS OUT	**$42,692,889**	**$22,944,090**	**$37,191,162**	**$24,707,005**	**$24,108,445**
		TOTAL OPERATING TRANSFERS OUT	**$42,692,889**	**$22,944,090**	**$37,191,162**	**$24,707,005**	**$24,108,445**

	Budget 2017-2018	Request 2018-2019	Budget 2018-2019	$ Change
591100 Special Revenue:				
Fire Truck Reserve	$ 75,000	$ 100,000	$ 100,000	$ 25,000
BDA- City Share	$ 545,375	$ 566,390	$ 477,635	$ (67,740)
Solid Waste Contribution	$ 461,245	$ 802,600	$ 802,600	$ 341,355
Transfer Station Contribution	$ 316,820	$ 380,565	$ 365,510	$ 48,690
Subtotal	**$ 1,398,440**	**$ 1,849,555**	**$ 1,745,745**	**$ 347,305**
591201 Debt Service				
Debt Service	$ 8,417,385	$ 9,050,000	$ 8,900,000	$ 482,615
Subtotal	**$ 8,417,385**	**$ 9,050,000**	**$ 8,900,000**	**$ 482,615**
591300 Capital Projects				
CNR Contribution	$ 25,000	$ 25,000	$ 25,000	$ -
Major Bridge Contribution	$ 50,000	$ 50,000	$ 50,000	$ -
Capital Projects	$ 392,765	$ 560,000	$ 460,000	$ 67,235
Assessor Revaluation	$ 121,000	$ 110,000	$ 100,000	$ (21,000)
Subtotal	**$ 588,765**	**$ 745,000**	**$ 635,000**	**$ 46,235**
591500 Internal Service				
Heart & Hypertension	$ 745,000	$ 745,000	$ 745,000	$ -
City Health Benefits	$ 9,646,500	$ 10,417,450	$ 10,182,700	$ 536,200
City Workers' Compensation	$ 2,148,000	$ 1,900,000	$ 1,900,000	$ (248,000)
Subtotal	**$ 12,539,500**	**$ 13,062,450**	**$ 12,827,700**	**$ 288,200**
Totals	**$ 22,944,090**	**$ 24,707,005**	**$ 24,108,445**	**$ 1,164,355**

PUBLIC WORKS – OTHER CITY BUILDINGS

David P. Oakes, Public Works Facilities Manager
860-584-6107
davidoakes@bristolct.gov

Service Narrative

This budget is administered by the Building Maintenance Division and provides for maintenance repairs and renovations for the Animal Control Facility, the City's five Firehouses, Beals Senior/Community Center, Youth Services, Public Works City Yard facilities, Main Library, Manross Library and other buildings transferred to the City. Transferred buildings include schools closed by the Board of Education plus private properties obtained by the City through purchase and foreclosure actions. Duties include minor and major maintenance as well as coordination with outside vendors for maintaining the building structures and plant.

Fiscal Year 2018 Major Service Level Accomplishments

- Maintained and safeguarded Memorial Boulevard School (MBS) for future use by Board of Education.
- Transferred ownership of MBS to BOE for future use as magnet school in January 2018.
- Provided landscaping services at Centre Square Green to allow use for weekly Farmer's Markets and other community based events planned by Chamber of Commerce.
- Completed concrete floor grinding and epoxy painting of Animal Control Facility floors and walls as required by the State of CT Department of Agriculture, including fencing repairs due to canine damages.
- Completed repairs to 296 Riverside Avenue roof system due to damages from vandalism.

Fiscal Year 2019 Major Service Level Goals

- Upgrade Probate Court doors with automated openers for ADA compliance.
- Install exterior lighting along the new parking lot connector road at Beals Centers.
- Replace gutter systems at the Animal Control Facility and Fire House #2.
- Remove fuel oil underground storage tank at Fire House #2.

Miscellaneous - (continued)

Facility	Project	Approved
Beals - Probate	ADA Door Openers	$6,000
Beals - North Wing	Steel Hatchway Replacements	$5,000
City Hall	Fuel Monitoring System	$80,000
City Hall - Tax Office	Security Door Upgrade	$2,000
City Wide	Water Aerator Replacement	$3,000
Animal Control Facility	Gutter Replacement	$5,000
Fire HQ	Boiler Replacement	$95,000
Fire #2	UST Removal	$14,000
Fire #2	Gutter Replacement	$10,000
Transfer Station	Sewer Connection	$30,000

Budget Highlights

0018310 PUBLIC BUILDINGS

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
CAPITAL OUTLAY PROJECTS							
591101		IMPROVEMENTS	$403,000	$250,000	$250,000	$310,000	$250,000
		TOTAL CAPITAL OUTLAY PROJ.	**$403,000**	**$250,000**	**$250,000**	**$310,000**	**$250,000**
		TOTAL PUBLIC BUILDINGS	**$403,000**	**$250,000**	**$250,000**	**$310,000**	**$250,000**

SPECIAL REVENUE FUNDS

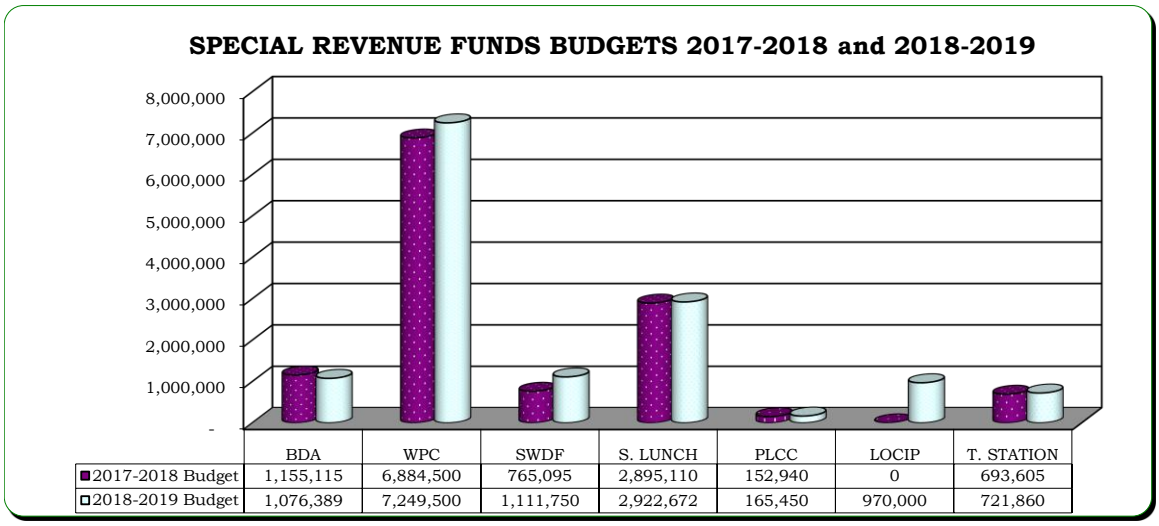
Program Summary

Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. A summary of the 2018-2019 Special Revenue Funds as presented in the budget document behind the "Special Revenue" tab are shown below.

- COMMUNITY DEVELOPMENT BLOCK GRANT - BRISTOL DEVELOPMENT AUTHORITY
- SEWER (WPC) OPERATING AND ASSESSMENT
- SOLID WASTE DISPOSAL
- SCHOOL LUNCH PROGRAM
- PINE LAKE CHALLENGE COURSE
- LOCIP PROJECTS
- TRANSFER STATION

Special Revenue Funds Budgets and Expenditures

	2016-2017 Actual	2017-2018 Budget	2018-2019 Budget
Community Development Block Grant (BDA)	1,205,899	1,155,115	1,076,389
Sewer (WPC) Operating and Assessment	5,783,402	6,884,500	7,249,500
Solid Waste Disposal	1,000,000	765,095	1,111,750
School Lunch Program	3,161,805	2,895,110	2,922,672
Pine Lake Challenge Course	107,420	152,940	165,450
LOCIP Projects	610,000	0	970,000
Transfer Station	630,817	693,605	721,860
Total Special Revenue Funds	**$12,499,343**	**$12,546,365**	**$14,217,621**



COMMUNITY DEVELOPMENT BLOCK GRANT
BRISTOL DEVELOPMENT AUTHORITY

Justin Malley, Executive Director
(860) 584-6185
justinmalley@bristolct.gov

Service Narrative

The office of the Bristol Development Authority (BDA) is responsible for economic and community development in the City of Bristol, and is the successor agency to the Redevelopment Agency. The department is also responsible for writing and administering major grants, as well as for City of Bristol marketing efforts. The department is governed by a nine-member, bi-partisan Board that is chaired by the Mayor. The Board has full responsibility for the Community Development Block Grant (CDBG) programs, reviews applications for the Neighborhood Assistance Act, oversees redevelopment activities which include overseeing incentive programs, including economic development grants, tax abatements, and more.

The BDA office has six staff members, the majority of which administer or generate special revenue. The grants administrator and marketing and public relations specialist positions are funded directly by the City, while four other positions – the executive director, the community development coordinator, the housing and projects specialist, and the department's administrative assistant – are funded by both the City and the federal government. The federal government requires a specific accounting for each portion of the salaries. All activities herein have been and will be accomplished within the confines of available personnel and budgets.

Economic development efforts are concentrated on attracting, retaining, and growing industrial, office, medical, and retail establishments in the City. The BDA also works to encourage the development of new residential projects. This strategy helps to grow the commercial/industrial/residential tax base. In addition to increasing the tax base, the BDA is focused on increasing employment opportunities in Bristol and stimulating economic development in other ways. Part of this process includes promoting the many qualities that make Bristol an ideal location to set up shop, from its educated and hard-working workforce to potential tax abatements and grant funding.

Downtown redevelopment, including the West End neighborhood, is a priority for the BDA. As much a fundamental quality of life issue as an economic development one, downtown redevelopment is part of a continuing effort to improve the physical environment, to attract new businesses, and to establish a new sense of purpose for the City center. The BDA has taken the lead on redeveloping approximately 15 acres in the heart of downtown now known as Centre Square.

Fiscal Year 2018 Major Service Level Accomplishments

Economic Development

- Completed a "Master Plan" for the 15-acre former Centre Mall site now known as Centre Square.
- Coordinated construction of the first roadway on Centre Square that will serve the new Bristol Hospital Ambulatory Care Center as well as future developments on the site.
- Coordinated Urban Jobs tax abatements for several manufacturers associated with their expansions/relocations to Bristol.
- Coordinated special tax abatement incentives for Silent Partner Logistics/Bestseller Brands to incentivize its establishment on Minor Road.

Special Revenue Funds – (continued)

- Coordinated Enterprise Zone tax abatements for several downtown projects, including the redevelopment of the former Bingham and O'Connell Schools.
- Coordinated an economic development grant for Max Pizza to assist with the renovation and creation of new jobs at 454 Middle Street.
- Coordinated small business grants for Family Hair and Ascension Athletics to help these small businesses continue to grow in Bristol.
- Coordinated downtown grants for Main Street Pint and Plate, Firefly Hollow Brewing, Get Up N Dance, and Real Cafe to support the resurgence of downtown Bristol.
- Coordinated an economic development grant to Novo Precision to assist with the purchase of manufacturing equipment associated with its expansion on Dolphin Road.
- Coordinated economic development grants for Winchester Industrial Controls and Curtis Products – two large manufacturers/contractors that will create 70 full-time jobs in Bristol.
- Successfully obtained a federal "Opportunity Zone" designation, which opens up the possibility of receiving private investment directed for Census tract 4061.
- Coordinated the creation of a Tax Increment Financing (TIF) plan for Downtown Bristol that offers a powerful economic development incentive for private downtown developers as well as a financing mechanism for the City of Bristol to complete essential infrastructure improvements downtown.

Grants

Funding Highlights

- A Historic Restoration Fund grant was awarded to the Bristol Public Library by the State Historic Preservation Office for lead paint abatement in the amount of $20,000.
- The Bristol Fire Department was awarded a grant from the Firehouse Subs Foundation with the support of the local franchise. The grant will enable the Department to purchase Hurst extraction equipment (spreader, cutter, ram, and accessories). The total award is $36,655.
- The National Recreation and Parks Association (NRPA) and the Walmart Foundation awarded $20,000 to Bristol's Parks & Recreation Department and Public Library/ Children's Department to purchase equipment and increase the number of healthy meals served to children through the Summer Food Service program. Summer meals (including snacks and lunch) will be served at Rockwell Park and the Children's Library during the summer months, along with information about nutrition and exercise.
- Two grants were obtained by the City to support a variety of programs in 2018:
  - Recycling Mailing to Bristol Households, from CT DEEP - $5,063
  - Granite Cemetery Markers for Lewis St. Cemetery, from Thomaston Savings Bank Foundation - $1,500.

Special Revenue Funds – (continued)

Ongoing Grant/Project Administration

- A Phase III environmental assessment at the former J.H. Sessions factory at 273 Riverside Avenue was completed by WSP, Inc. in anticipation of possible cleanup and disposition of the property. The City has been working with the CT Brownfield Land Bank and issued an RFP to attract potential developers who are interested in acquiring the property.
- The City continues its work on a Remedial Action Plan for 894 Middle Street, a 17-acre property with tremendous economic development potential once it is free of contaminants. Funding for this project comes from a $1.3 million CT DECD Brownfields cleanup grant awarded in 2016. The plan includes a proposed partnership with FuelCell Energy, Inc. to build a fuel cell park on the rear corner of the lot that will encapsulate a significant portion of the contaminated soils, thus freeing the front portion of the parcel for development and sale. An RFP for this remediation project is anticipated in summer 2018.
- The City continues to install free smoke and CO detectors in one- and two-family Bristol homes. The detectors are purchased with funding from a Fire Prevention & Safety Grant (FP&S) from FEMA (Federal Emergency Management Agency) for the installation program that also provides prevention and safety education in eligible residences.

Community Development

The U.S. Department of Housing and Urban Development (HUD) funds the annual Community Development Block Grant (CDBG) to the City of Bristol. The BDA develops a Five-Year Consolidated Plan and subsequent Annual Action Plan updates to determine how best to utilize funds for the benefit of Bristol and its residents. In 2015, HUD approved the City's current Five-Year Consolidated Plan, covering years July 1, 2015 through June 30, 2020.

In the current Consolidated Plan, priorities to guide funding allocations were established and ranked as: 1) Housing Rehabilitation; 2) Public Services; 3) Target Areas: West End Neighborhood and Summer Street Area; 4) Public Facilities; and 5) Economic Development. These priorities are used to evaluate all proposals and to fund the activities that make the best use of federal funds.

For 2017-2018, CDBG funds covered expenses for the BDA Housing Rehabilitation program. The public services covered were St. Vincent DePaul Mission for emergency shelter; the Bristol Boys and Girls Club for youth programs at Cambridge Park; Human Resources Agency for case management; Meals for Neighbors for Senior Supplemental Food coordination; Bristol Housing Authority for a First-time Homebuyer program; and operating expenses for Prudence Crandall Center and For Goodness Sake. With program income and by re-programming funds, BDA was able to provide funding for sidewalk replacement on Summer Street, a drainage project for the McCabe-Waters Little League, and an accessibility construction project for the Salvation Army.

Special Revenue Funds – (continued)

Fiscal Year 2019 Major Service Level Goals

The BDA will continue to take advantage of economic development opportunities to ensure a strong local tax base, to increase employment opportunities, and to offer Bristol residents a variety of quality retail and housing options.

- Economic Development: The BDA will continue outreach initiatives to attract industrial, retail, office, and other commercial ventures to the City. This effort includes focusing on the Centre Square site in the heart of downtown, selling building lots in the Southeast Bristol Business Park, and investigating economic development opportunities for brownfield properties. The BDA will focus on taking advantage of its new economic development programs, including the TIF program as well as the Opportunity Zone designation. The BDA will promote local grant/tax incentives as well as provide guidance on State, Federal, and other assistance available to new/expanding businesses.
- Marketing: The BDA will continue marketing functions through the Marketing Committee and the Marketing and Public Relations Specialist. Marketing the many good qualities of Bristol is essential to continue positive community growth. For 2018-2019, the Marketing Plan includes a focus on promoting the many exciting events, retail locations, interesting museums, and more, to both those outside Bristol and longtime residents alike.
- Grants: Grants staff will serve as the point of contact for ongoing grant-funded projects and will aggressively seek grant funds for City projects and services, including regional opportunities.
- Community Development: The BDA will administer, monitor, and report on CDBG activities to the City of Bristol and the U.S. Department of Housing and Urban Development. Various City departments and community organizations have stepped up efforts to end homelessness in Bristol. The BDA is part of the strategy, as it works in collaboration with the community services available.

  The Annual Action Plan for 2018-19 includes CDBG allocations to:
  - Continue providing Housing Rehabilitation assistance.
  - Support public service programs: emergency shelter at St. Vincent DePaul; outreach to youth at Cambridge Park; case management by the Human Resources Agency; coordination of a senior supplemental food program by Zion Lutheran Church “Meals for Neighbors” program; and operating expenses at Prudence Crandall Center and the YWCA Sexual Assault Crisis Service program.
  - Assist public facilities with improvements: sidewalk replacement projects in the Target Areas and a grounds improvement project at Komanetsky Estates. The Summer Street Target Area has been expanded to include the entire 4061 Census Tract, and will be identified for HUD as the Bristol Opportunity Zone. The West End Target Area remains the same.

Special Revenue Funds – (continued)

Long Term Goals

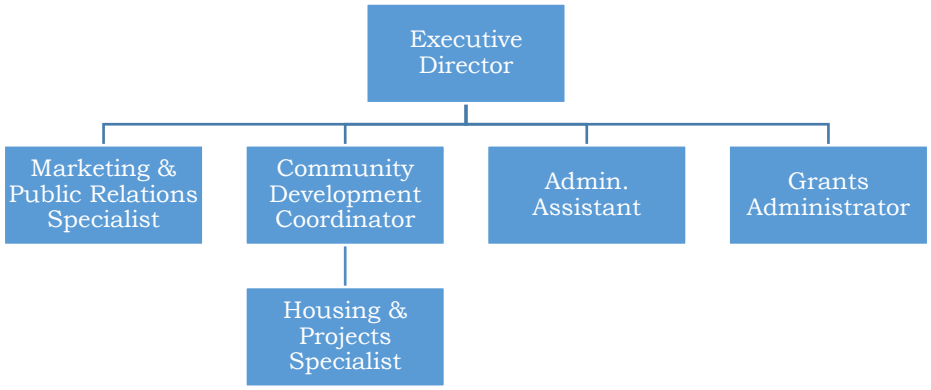
- Economic Development: The BDA will sell the remaining acreage of the Southeast Bristol Business Park and assist in the relocation and expansion of companies of all types. While the BDA will continue to grow Bristol's strong industrial base, the department will seek to attract a minimum of five companies each year working in other industries, such as bioscience, insurance, call centers and customer service, data management, retail, and others. The BDA will assist in the planning and redevelopment of downtown Bristol and will undertake several marketing initiatives, including further enhancing the City's "All Heart" website, continuing the use of social media for economic development purposes, and implementing marketing and branding strategies for the City of Bristol.
- Grants: The BDA will continue to identify outside funding opportunities and coordinate funding needs that meet the requirements of the City of Bristol's functional areas and departments.
- Community Development: The BDA will continue to provide Housing Rehabilitation grants to Bristol homeowners. Such assistance prevents blight conditions and preserves the housing stock throughout the City. These grants allow low-to-moderate-income homeowners to remain in their homes. With additional federal and/or state funds, the BDA could also expand investment in the target areas of the West End and Bristol Opportunity Zone areas for concentrated community development support. Funding will be sought to supplement federal CDBG funds as opportunities are offered through the State of Connecticut Department of Economic and Community Development and the State of Connecticut Department of Housing. Long-standing HUD regulations require municipalities such as Bristol to affirmatively further fair housing (AFFH). This section of the Federal Fair Housing Act of 1968 requires recipients of state and federal funding to "undertake efforts to counteract our history of segregation and discrimination. To do this, grant recipients must analyze the barriers to fair housing in their area, identify the steps that should be taken to overcome these barriers and undertake these steps" (from Affirmatively Furthering Fair Housing: A Guide for State and Federal Housing Grantees – Connecticut Fair Housing Center, 2013).

Expenditure and Position Summary

	2017 Actual	**2018 Estimated**	**2019 Budgeted**
Salary Expenditures	$399,921	$494,900	$445,265
Full time Positions	7	7	6

Special Revenue Funds – (continued)

Organizational Chart



Bristol Development Authority Board	**Term**
Mayor Ellen Zoppo-Sassu, Chairperson	11/2019
Howard T. Schmelder, Vice-Chairperson	12/2021
David Mills, City Council Member	11/2019
Thomas Hick	02/2019
Charles Cyr	12/2022
Marvin Goldwasser	12/2021
John Lafreniere	12/2019
Michael Rivers	12/2019
Robert Passamano	12/2022

Budget Highlights

104 BRISTOL DEVELOPMENT AUTHORITY REVENUE

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL REVENUE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
1044101	**BDA- CITYSHARE**						
490001		TRANSFER IN GENERAL FUND	$367,450	$545,375	$550,175	$566,390	$477,635
		TOTAL BDA- CITYSHARE	**$367,450**	**$545,375**	**$550,175**	**$566,390**	**$477,635**
1044103	**BDA- CDBG- ADMINISTRATION**						
431025		CDBG ENTITLEMENT	$483,563	$576,629	$546,586	$546,586	$546,586
431083		REPROGRAMMING FUNDS CDBG	0	16,111	16,111	37,168	37,168
431084		PROGRAM INCOME	31,420	17,000	17,000	15,000	15,000
		TOTAL BDA- CDBG- ADMINISTRATION	**$514,983**	**$609,740**	**$579,697**	**$598,754**	**$598,754**
		TOTAL BRISTOL DEVELOPMENT AUTHORITY	**$882,433**	**$1,155,115**	**$1,129,872**	**$1,165,144**	**$1,076,389**

Special Revenue Funds – (continued)

1044101 BDA- CITYSHARE

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
514000	G2019	REGULAR WAGES	$276,720	$350,470	$350,470	$362,490	$297,070
515100	G2019	OVERTIME	650	1,000	1,000	1,000	1,000
		TOTAL SALARIES	**$277,370**	**$351,470**	**$351,470**	**$363,490**	**$298,070**
CONTRACTUAL SERVICES							
531000	G2019	PROFESSIONAL FEES AND SERVICES	$1,380	$1,500	$6,300	$1,500	$1,500
553000	G2019	TELEPHONE	22	150	150	150	150
553100	G2019	POSTAGE	1,524	1,000	1,000	1,000	1,000
554000	G2019	TRAVEL REIMBURSEMENT	1,233	3,000	3,000	3,000	3,000
555000	G2019	PRINTING AND BINDING	7,065	7,455	7,844	7,455	7,455
557700	G2019	ADVERTISING	19,962	30,000	30,699	30,000	30,000
581120	G2019	CONFERENCES AND MEMBERSHIPS	6,100	6,000	6,000	6,000	6,000
581260	G2019	MISCELLANEOUS PROMOTIONS	497	1,000	1,503	1,000	1,000
581270	G2019	TRADE SHOWS	1,934	3,200	3,200	3,200	3,200
587467	G2019	DOWNTOWN REVITALIZATION ACTIVITIES	6,851	10,000	15,269	10,000	10,000
		TOTAL CONTRACTUAL SERVICES	**$46,568**	**$63,305**	**$74,965**	**$63,305**	**$63,305**
BENEFITS							
520100	G2019	LIFE INSURANCE	$323	$385	$385	$390	$390
520500	G2019	DISABILITY INSURANCE	89	120	120	120	120
520700	G2019	F.I.C.A	16,817	21,730	21,730	22,475	22,475
520750	G2019	MEDICARE INSURANCE	3,933	5,085	5,085	5,260	5,260
520905	G2019	GENERAL RETIREMENT	1,592	14,330	14,330	23,335	0
		TOTAL BENEFITS	**$22,754**	**$41,650**	**$41,650**	**$51,580**	**$28,245**
SUPPLIES AND MATERIALS							
561800	G2019	PROGRAM SUPPLIES	$1,198	$1,500	$1,500	$1,500	$1,500
569000	G2019	OFFICE SUPPLIES	1,860	1,600	1,600	1,600	1,600
		TOTAL SUPPLIES AND MATERIALS	**$3,058**	**$3,100**	**$3,100**	**$3,100**	**$3,100**
OPERATING TRANSFERS OUT							
591500	G2019	TRANSFER TO INTERNAL SERVICE	$60,853	$85,850	$85,850	$84,915	$84,915
		TOTAL OPERATING TRANSFERS OUT	**$60,853**	**$85,850**	**$85,850**	**$84,915**	**$84,915**
		TOTAL BDA- CITYSHARE	**$410,603**	**$545,375**	**$557,035**	**$566,390**	**$477,635**

Special Revenue Funds – (continued)

1044102 BDA- REHABILITATION PRESERVATION

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
514000	G2019	REGULAR WAGES	$44,319	$72,895	$72,895	$76,175	$76,175
515100	G2019	OVERTIME- BDA REHAB	244	1,000	1,000	1,000	1,000
		TOTAL SALARIES	**$44,563**	**$73,895**	**$73,895**	**$77,175**	**$77,175**
CONTRACTUAL SERVICES							
531000	CDBG	PROFESSIONAL FEES	$705	$2,000	$2,000	$2,000	$2,000
554000	G2019	TRAVEL REIMBURSEMENT	462	1,000	1,000	1,000	1,000
		TOTAL CONTRACTUAL SERVICES	**$1,167**	**$3,000**	**$3,000**	**$3,000**	**$3,000**
BENEFITS							
520100	G2019	LIFE INSURANCE	$34	$65	$65	$65	$65
520500	G2019	DISABILITY INSURANCE	14	30	30	30	30
520700	CDBG	F.I.C.A.	2,681	4,520	4,520	4,725	4,725
520750	CDBG	MEDICARE INSURANCE	627	1,060	1,060	1,105	1,105
		TOTAL BENEFITS	**$3,356**	**$5,675**	**$5,675**	**$5,925**	**$5,925**
OTHER/MISCELLANEOUS							
587100	G2019	RESIDENTIAL REHABILITATION	$162,846	$200,000	$134,000	$200,000	$150,000
587105	G2019	RESIDENTIAL REHABILITATION-MULTI	28,978	50,000	50,000	50,000	$0
		TOTAL OTHER/MISCELLANEOUS	**$191,824**	**$250,000**	**$184,000**	**$250,000**	**$150,000**
SUPPLIES AND MATERIALS							
561800	G2019	PROGRAM SUPPLIES	$476	$1,000	$1,000	$1,000	$1,000
			$476	**$1,000**	**$1,000**	**$1,000**	**$1,000**
OPERATING TRANSFERS OUT							
591500	G2019	TRANSFER TO INTERNAL SERVICE	$12,809	$21,190	$21,190	$21,360	$21,360
		TOTAL OPERATING TRANSFERS OUT	**$12,809**	**$21,190**	**$21,190**	**$21,360**	**$21,360**
		TOTAL BDA- REHABILITATION	**$254,195**	**$354,760**	**$288,760**	**$358,460**	**$258,460**

Special Revenue Funds – (continued)

1044103 BDA- CDBG- ADMINISTRATION

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
514000	G2019	REGULAR WAGES	$77,960	$69,035	$69,035	$69,520	$69,520
515100	G2019	OVERTIME	28	500	500	500	500
		TOTAL SALARIES	**$77,988**	**$69,535**	**$69,535**	**$70,020**	**$70,020**
CONTRACTUAL SERVICES							
531000	G2019	PROFESSIONAL FEES AND SERVICES	$0	$5,000	$5,000	$14,000	$14,000
553100	G2019	POSTAGE	302	400	400	400	400
554000	G2019	TRAVEL REIMBURSEMENT	147	895	895	1,000	1,000
555000	G2019	PRINTING AND BINDING	29	600	600	600	600
557700	G2019	ADVERTISING	2,150	3,500	3,500	3,500	3,500
581120	G2019	CONFERENCE AND MEMBERSHIPS	382	2,000	2,000	2,000	2,000
		TOTAL CONTRACTUAL SERVICES	**$3,010**	**$12,395**	**$12,395**	**$21,500**	**$21,500**
BENEFITS							
520100	G2019	LIFE INSURANCE	$84	$80	$80	$85	$85
520500	G2019	DISABILITY INSURANCE	21	25	25	25	25
520700	G2019	F.I.C.A.	4,754	4,280	4,280	4,315	4,315
520750	G2019	MEDICARE INSURANCE	1,112	1,005	1,005	1,010	1,010
		TOTAL BENEFITS	**$5,971**	**$5,390**	**$5,390**	**$5,435**	**$5,435**
SUPPLIES AND MATERIALS							
561800	G2019	PROGRAM SUPPLIES	$0	$1,160	$1,160	$1,160	$1,160
569000	G2019	OFFICE SUPPLIES	495	1,410	1,410	1,410	1,410
		TOTAL SUPPLIES AND MATERIALS	**$495**	**$2,570**	**$2,570**	**$2,570**	**$2,570**
MISCELLANEOUS							
587902	G2019	FAIR HOUSING	$2,567	$3,000	$3,000	$3,000	$3,000
		TOTAL MISCELLANEOUS	**$2,567**	**$3,000**	**$3,000**	**$3,000**	**$3,000**
OPERATING TRANSFERS OUT							
591500	G2019	TRANSFER TO INTERNAL SERVICE	$8,612	$9,620	$9,620	$9,640	$9,640
		TOTAL OPERATING TRANSFERS OUT	**$8,612**	**$9,620**	**$9,620**	**$9,640**	**$9,640**
		TOTAL BDA- CDBG- ADMINISTRATION	**$98,643**	**$102,510**	**$102,510**	**$112,165**	**$112,165**

1044104 BDA- PUBLIC SERVICE GRANTS

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
MISCELLANEOUS							
585011	G2019	ST. VINCENT DEPAUL	$45,000	$22,500	$22,500	$21,500	$21,500
585013	G2019	PRUDENCE CRANDALL	5,000	8,900	8,900	8,000	8,000
585014	G2019	YWCA SEXUAL ASSAULT CRISIS SERVICES	0	0	0	8,000	8,000
585104	G2019	SOUP KITCHEN	18,000	0	0	0	
585116	G2019	BOYS AND GIRLS CLUB- OUTREACH PROGRAM	56,000	28,000	28,000	27,000	27,000
585156	G2019	HRA CASE MANAGEMENT	35,300	18,250	18,250	16,735	16,735
585157	G2019	BCO WARMING CENTER	8,270	0	0	0	0
585158	G2019	ZION LUTHERN SENIOR SUPPL FOOD COORD.	4,000	4,000	4,000	3,000	3,000
585159	G2019	UW BECA COORDIN	8,800	0	0	0	0
585160	G2019	BHA - 1ST TIME HOMEBUYER	0	5,000	5,000	0	0
585161	G2019	FOR GOODNESS SAKE	0	2,400	2,400	0	0
		TOTAL MISCELLANEOUS	**$180,370**	**$89,050**	**$89,050**	**$84,235**	**$84,235**
		TOTAL BDA- PUBLIC SERVICE GRANTS	**$180,370**	**$89,050**	**$89,050**	**$84,235**	**$84,235**

Special Revenue Funds – (continued)

1044105 **BDA- CDBG PROJECTS**

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
MISCELLANEOUS							
587314	G2019	WE SIDEWALKS	$49,981	$0	$0	$78,465	78,465
587318	G2019	DEMOLITION	89,447	0	0	0	0
587319	G2019	LL SAFETY	9,955	0	0	0	0
587321	G2019	BARC - WINDOWS	7,000	0	0	0	0
587322	G2019	BARC - WINDOWS	6,884	0	0	0	0
587328	G2019	BARC - LAKE AVE	26,357	0	0	0	0
587329	G2019	SHEPARD MEADOWS THERAPEUTIC RIDING CENTER	6,500	0	0	0	0
587330	G2019	SUMMER STREET SIDEWALKS	55,234	0	0	0	0
587331	G2019	SIDEWALK REPLACEMENT	0	27,900	27,900	0	0
587332	G2019	KOMANETSKY KITCHEN	10,730	0	0	0	0
587335	G2019	MCCABE-WATERS LITTLE LEAGUE DRAINAGE PROJECT	0	4,600	4,600	0	0
587336	G2019	SALVATION ARMY - ACCESSIBILITY CONSTRUCTION	0	30,920	30,920	0	0
	G2019	KOMANETSKY ESTATES-GROUNDS IMPROVEMENT	0	0	0	15,429	15,429
	G2019	BRISTOL ADULT RES CTR - HVAC	0	0	0	50,000	50,000
		TOTAL MISCELLANEOUS	**$262,088**	**$63,420**	**$63,420**	**$143,894**	**$143,894**
		TOTAL BDA- CDBG PROJECTS	**$262,088**	**$63,420**	**$63,420**	**$143,894**	**$143,894**

SEWER OPERATING AND ASSESSMENT FUND

Sean Hennessey, WPC Manager
75 Battisto Road
(860) 584-3821
wpc@bristolct.gov

Service Narrative

The Water Pollution Control Division of the Public Works Department is accounted for in the Sewer Operating and Assessment Fund and is charged with the operation and maintenance of the City's wastewater collection and treatment facilities. The Division provides sanitary sewer collection and treatment services to approximately 92% of the City's populated area. The Division operates and maintains an advanced wastewater reclamation plant with 10.75 MGD capacity, 16 pumping stations, 245 miles of sewer lines and 5,660 manholes. The Division also provides administrative services for the operation, oversees sewer usage billing performed by the City's Water Department and develops long term planning to assure the operation will meet the future needs of the Community. In accordance with state and federal regulations the Division is required to maintain a Capital Reserve Fund adequately funded to meet the financial demands of all Facility upgrades, modifications and capital equipment replacement.

Fiscal Year 2018 Major Service Level Accomplishments

- Completed the construction and commission into service of the phosphorus removal (tertiary) treatment upgrade to the Water Pollution Control Facility.
- Repairs and cathodic protection system designed for the Ivy Drive pump station.
- Contract awarded and work in progress providing upgrades at the Division's remote pumping stations at Cross, Middle and Boivin Street pump stations to replace computerized control and telemetry systems, repair site infrastructure and improve dependability and resilience.
- Contract awarded to replace generator alternator and control panel at Broad Street pumping station to insure reliability at a station that pumps between 3 million to 20 million gallons of waste water every day.
- Middle Street pumping station – Drained UST and contracted for removal. Contracted to install bypass tap in the force main leaving the station. In the event of a significant station failure the Division can connect a trailer mounted pump to the force main to maintain sewer flows and prevent a system overflow. Completed the replacement of the emergency generator at the station purchased using FY 2016-17 funding.
- Contract awarded to replace obsolete (1968) generator at Julia Road pump station. New generator has fuel tank and containment built into the base pedestal allowing the City to remove the external fuel and day tanks eliminating the risk of another fuel spill at this station.
- Continued repairs to deteriorated sections of the underground sewer collection system replacing and lining pipe sections using City crews and on-call contract services.
- Continued the program of video inspection and grouting of joints in the system to minimize unwanted inflow of clean water that must then be pumped and treated as waste water.
- Replaced WP-2 1996 SUV with new ½ ton pickup truck.
- Replaced WP-7 1999 2 ton pickup truck with new pickup truck outfitted with a 6,000 lb. crane.

Special Revenue Funds – (continued)

Fiscal Year 2019 Major Service Level Goals

- Replace the two grit separators at the WPC facility. The grit separators remove heavy, abrasive grit from the flow entering the plant protecting the remainder of the treatment systems from damage. The units are showing significant signs of wear and corrosion.
- Install an air relief valve in the Middle Street pumping station force main. The Middle Street pumping station was originally installed in 1978. The station conveys wastewater from the station through a 4,300 foot long force main that runs along Middle Street, Ronzo Road and Emmett Street. The force main has an elevation high point on Ronzo Road. Pockets of sewer gases can accumulate at such high points in a force main. The gases can become more acidic and accelerate corrosion in the pipe leading to a premature pipe failure.
- Install bypass tap in the force main leaving the Boivin Street pump station. In the event of a significant station failure the Division can connect a trailer mounted pump to the force main to maintain sewer flows and prevent a system overflow.
- Replace WP-12, 2002 small dump truck (2002 Sterling 6-wheel LoPro dump truck, 35,064 mi). This vehicle is used for maintenance tasks and general hauling by the Division. Additionally, it supplements Public Works winter operations as a front line vehicle for snow removal and ice control. Experienced failures in the hydraulic control system in December and found out that parts used are obsolete. Was able to find needed parts to keep truck operational but another failure will require the replacement of the entire hydraulic system. Mileage is misleading due to the extreme conditions of the vehicle's operations. Due to general condition we should replace the vehicle
before we encounter costly repairs. Replacement will be a slightly heavier rated but still non-CDL GVW vehicle.
- Replace WP-3 3/4 ton pickup with plow (2002 Ford F-250 Pick-Up, 48,995 mi). WP-3 is used by the crew leader, road crew, mechanics and operators. The Division uses it to plow snow around the pump stations and WPC facility. The vehicle is at the end of its useful life. We propose replacing the vehicle with a similar pick-up truck with a lift gate, power inverter and plow.
- Control System upgrades to Wooster Court, Julia Road and Matthews Street Pumping Stations. The Division operates and maintains 16 pump stations throughout the City. Each station is outfitted with a computerized control and alarm system, called a Programmable Logic Controller, or PLC, that operates over a radio telemetry link to the main treatment facility. The computer controls at the oldest station have been in service for over 17 years. The manufacturer stopped production of those PLC over five years ago and the vender that wrote the custom programming retired and closed his business three years ago. The systems have functioned dependably but have become obsolete and the programming cannot readily be modified to accommodate changes at the stations. Under the coming budget we are proposing replacements and upgrades at three stations. This is the second phase of the control system upgrades having replaced controls at three stations during the current budget year. We anticipate upgrading two to three stations per year until all the obsolete controls have been replaced.

Special Revenue Funds – (continued)

- Renovate bathrooms in Operations Building. The WPC Facility was built in 1987, the facility has not received any updating of the crew spaces other than the renovation to the lunchroom/kitchen area done this year. Plan to do a light renovation/cleaning up the bathroom and shower fixtures. Main focus will be to replace crew lockers with large units decreasing the total number of lockers.
- Pump replacements at Cross Street Pump Station and WPF Dewatering Pump. During peak flow season, Cross Street station average flow is 1.7 million gallons a week with peak flows exceeding 2.0 million. It accepts flow from Lake Compounce Amusement Park and numerous businesses located on Middle Street, Lake Street, Redstone Hill Road and the industrial park south of the station. City replaced one of two 30 year old dewatering pumps at the WPF in 2017 and plans to replace the second pump this year. They are crucial to the sludge removal operation at the treatment plant.

Performance Measures

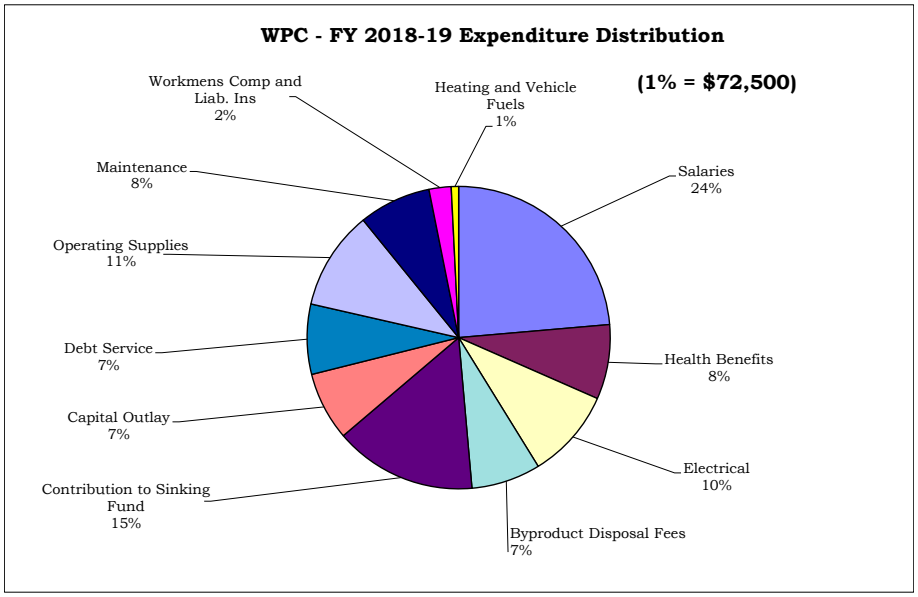
Quantitative:

ACTIVITY	2015-16 Actual	2016-17 Actual	2017-2018 Actual
Treatment Operations Activity: Wastewater treated	2.3 billion gals.	2.4 billion gals.	2.9 billion gals.
Solids processed	7,200 wet tons	6,900 wet tons	8,500 wet tons

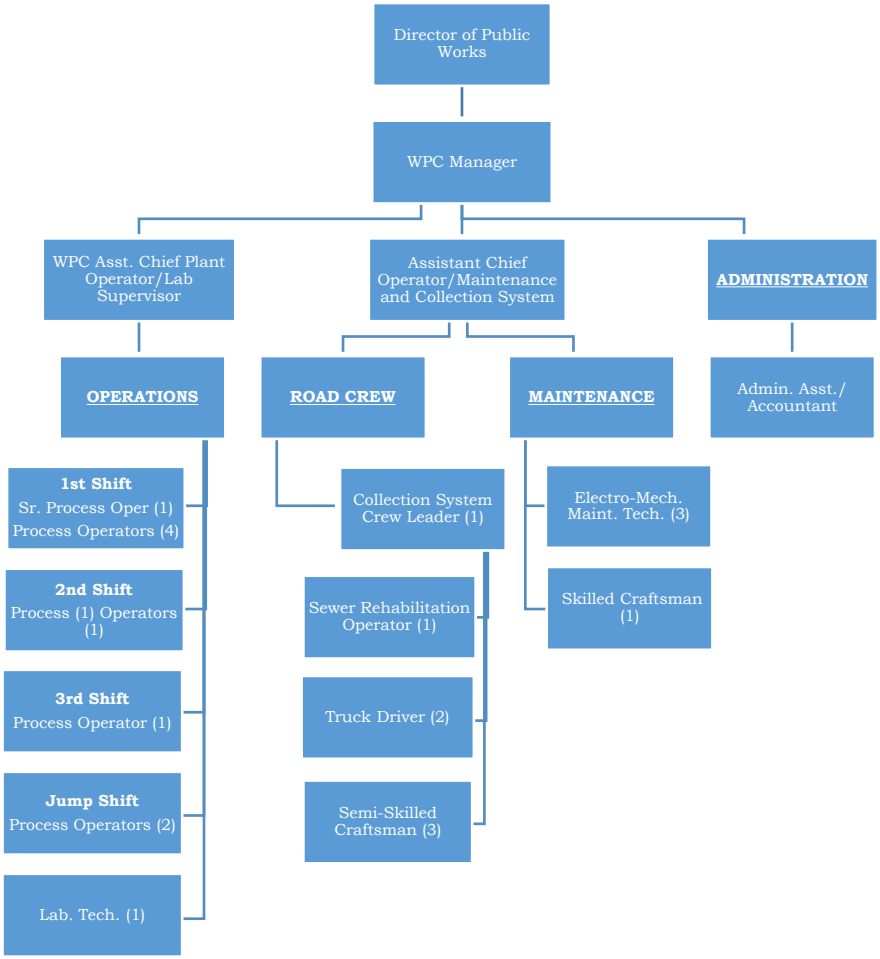
Expenditure & Position Summary

	2017 Actual	2018 Estimated	2019 Budgeted
Salary Expenditures	$1,369,807	$1,494,310	$1,597,860
Full Time Positions	23	25	25

Special Revenue Funds – (continued)



Organizational Chart



Special Revenue Funds – (continued)

Budget Highlights

Total Operating Budget for fiscal year 2018-2019 is $7,249,500. Capital Outlay request of $495,000 includes equipment replacements at the treatment plant and pump stations.

The budget includes funding to the Division's capital equipment and infrastructure programs to provide adequate financial resources for the Division's commitment to Sanitary Sewer Overflow Prevention, Infiltration and Inflow Reduction and the state and federal mandate for phosphorus treatment.

1183014 WATER POLLUTION CONTROL REVENUE

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL REVENUE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
TAXES & PRIOR LEVIES							
410003		ASSESSMENTS-INTEREST, LIENS & PENALTIES	$12,823	$3,000	$3,000	$3,000	$3,000
		TOTAL TAXES & PRIOR LEVIES	**$12,823**	**$3,000**	**$3,000**	**$3,000**	**$3,000**
FINES/FEES							
422005		CUSTOMER DUMPING FEES	$52,005	$60,000	$60,000	$60,000	$60,000
422006		UNMETERED COMMERCIAL SEWER USER FEES	1,642,371	1,664,000	1,664,000	1,755,000	1,755,000
422007		UNMETERED DOMESTIC SEWER USER FEES	4,472,947	4,505,000	4,505,000	4,752,000	4,752,000
422008		UNMETERED FACTORY SEWER USER FEES	203,120	202,000	202,000	213,000	213,000
422009		UNMETERED PUBLIC SEWER USER FEES	299,512	307,000	307,000	323,000	323,000
454008		DEMAND RESPONSE PROGRAM REVENUE	826	0	0	0	0
		TOTAL FINES/FEES	**$6,670,781**	**$6,738,000**	**$6,738,000**	**$7,103,000**	**$7,103,000**
LICENSE, PERMITS, FEES							
442015		SEWER CONNECTION PERMITS	$81,257	$40,000	$40,000	$40,000	$40,000
		TOTAL LICENSE, PERMITS, FEES	**$81,257**	**$40,000**	**$40,000**	**$40,000**	**$40,000**
CHARGES FOR SERVICES							
402000		SEWER ASSESSMENTS & ADJUSTMENTS	$0	$20,000	$20,000	$20,000	$20,000
		TOTAL CHARGES FOR SERVICES	**$0**	**$20,000**	**$20,000**	**$20,000**	**$20,000**
INVESTMENT EARNINGS							
460000		INTEREST INCOME	$11,211	$10,000	$10,000	$10,000	$10,000
		TOTAL INVESTMENT EARNINGS	**$11,211**	**$10,000**	**$10,000**	**$10,000**	**$10,000**
OTHER/MISCELLANEOUS REVENUE							
454001		MISCELLANEOUS- OTHER	$11,904	$8,500	$8,500	$8,500	$8,500
461002		BUDGETARY FUND BALANCE UNRESTRICTED	0	0	437,260	0	0
480013		MISCELLANEOUS REVENUE LIENS	27,470	5,000	5,000	5,000	5,000
480014		MISCELLANEOUS PENALTIES SEWER USER	62,155	60,000	60,000	60,000	60,000
		TOTAL OTHER/MISCELLANEOUS	**$101,529**	**$73,500**	**$510,760**	**$73,500**	**$73,500**
OTHER FINANCING SOURCES							
490300	18004	TRANSFER IN CAPITAL PROJECTS	$0	$0	$11,500	$0	0
		TOTAL OTHER FINANCING SOURCES	**$0**	**$0**	**$11,500**	**$0**	**$0**
		TOTAL WATER POLLUTION CONTROL	**$6,877,601**	**$6,884,500**	**$7,333,260**	**$7,249,500**	**$7,249,500**

Special Revenue Funds – (continued)

1183014 **WATER POLLUTION CONTROL EXPENDITURES**

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	$1,230,507	$1,402,210	$1,402,210	$1,505,360	$1,505,360
515100		OVERTIME	53,597	60,200	60,200	60,200	60,200
517000		OTHER WAGES	85,703	31,900	31,900	32,300	32,300
		TOTAL SALARIES	**$1,369,807**	**$1,494,310**	**$1,494,310**	**$1,597,860**	**$1,597,860**
CONTRACTURAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	$41,780	$65,000	$65,000	$100,000	$100,000
531150		ADMINISTRATIVE FEES	60,430	67,000	67,000	65,000	65,000
541000		PUBLIC UTILITIES	607,964	675,000	675,000	650,000	650,000
541100		WATER AND SEWER CHARGES	6,768	11,500	11,500	8,500	8,500
542120		TIPPING FEES	430,076	550,000	550,000	500,000	500,000
542140		REFUSE	209	500	500	300	300
543000		REPAIRS AND MAINTENANCE	71,722	80,000	80,000	80,000	80,000
543011		COL SYSTEM	33,510	160,000	160,000	160,000	160,000
543100		MOTOR VEHICLE SERVICE AND REPAIR	8,859	10,000	10,000	10,000	10,000
543110		MAJOR REPAIRS	211,913	234,765	234,765	225,000	225,000
544400		RENTS AND LEASES	2,497	3,500	3,500	4,500	4,500
553000		TELEPHONE	2,334	2,800	2,800	2,400	2,400
553100		POSTAGE	220	400	400	300	300
554000		TRAVEL REIMBURSEMENT	108	100	100	100	100
555000		PRINTING AND BINDING	247	150	150	100	100
557700		ADVERTISING	491	800	800	800	800
581120		CONFERENCES AND MEMBERSHIPS	0	350	350	350	350
581135		SCHOOLING AND EDUCATION	1,581	2,500	2,500	2,500	2,500
581280		LIEN FEES	7,365	11,000	11,000	9,000	9,000
589100		MISCELLANEOUS	8,088	8,500	8,500	8,500	8,500
		TOTAL CONTRACTURAL SERVICES	**$1,496,162**	**$1,883,865**	**$1,883,865**	**$1,827,350**	**$1,827,350**
BENEFITS							
520100		LIFE INSURANCE	$1,221	$1,825	$1,825	$1,825	$1,825
520400		WORKERS' COMPENSATION	90,000	90,000	90,000	90,000	90,000
520500		DISABILITY	469	700	700	700	700
520700		F.I.C.A.	82,115	92,645	92,645	99,070	99,070
520750		MEDICARE INSURANCE	19,204	21,665	21,665	23,170	23,170
520905		GENERAL CITY RETIREMENT	5,426	51,555	51,555	70,465	70,465
591517		TRANSFER W/C	(90,000)	0	(90,000)	0	0
		TOTAL BENEFITS	**$108,435**	**$258,390**	**$168,390**	**$285,230**	**$285,230**
SUPPLIES AND MATERIALS							
561150		LABORATORY SUPPLIES	$13,234	$10,500	$10,500	$11,500	$11,500
561400		MAINTENANCE SUPPLIES AND MATERIALS	249,830	595,000	595,000	640,000	640,000
561800		PROGRAM SUPPLIES	50,613	55,000	55,000	55,000	55,000
562200		NATURAL GAS	25,663	35,000	35,000	35,000	35,000
562600		MOTOR FUELS	14,752	18,000	18,000	18,000	18,000
563000		MOTOR VEHICLE PARTS	7,196	5,500	5,500	5,500	5,500
563100		TIRES	3,965	4,000	12,000	4,000	4,000
569000		OFFICE SUPPLIES	1,569	1,600	1,600	1,600	1,600
		TOTAL SUPPLIES AND MATERIALS	**$366,822**	**$724,600**	**$732,600**	**$770,600**	**$770,600**

Special Revenue Funds – (continued)

WATER POLLUTION CONTROL 118

1183014 WATER POLLUTION CONTROL EXPENDITURES

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
CAPITAL OUTLAY							
570200	17026	BUILDING INTERIOR RENOVATIONS	$0	$0	$35,000	$0	0
570300	16038	SEWER JUNCTION REPAIR	34,328	0	0	0	0
570300	16040	STAFFORD AVE AND BROOK ST REPAIRS	0	0	10,000	0	0
570300	17018	CONTROL SYSTEM UPGRADE LAKE/EAST	0	0	18,580	0	0
570300	17021	BYPASS PUMP CONNECTION	35,505	0	21,195	0	0
570300	17024	SANITARY SEWER EASEMENT	0	0	100,000	0	0
570400	15013	GENERATOR	43,543	0	24,457	0	0
570400	15014	BYPASS PUMP CONNECTION	4,617	0	13,382	0	0
570400	16035	REFURBISH AIR BLOWER #2	21,903	0	0	0	0
570400	17019	PUMP STATION REPAIRS	21,928	0	30,952	0	0
570400	17020	REPLACE PROCESS CONT PANES	0	0	65,000	0	0
570400	17023	ELEC CONTROLS BOWER #1	28,306	0	6,694	0	0
570400	17025	DIFFUSER REPLACEMENT	0	0	50,000	0	0
570500	15034	PICKUP TRUCK	(115)	0	0	0	0
570500	18004	PICKUP TRUCK	0	70,000	81,500	0	0
570900	16039	SCADA CONTROL UPGRADE - ALLENTOWN	0	0	8,000	0	0
570900	17022	SCADA SERV & PROGRAMMING	0	0	54,000	0	0
579999		EQUIPMENT	0	0	0	495,000	495,000
		TOTAL CAPITAL OUTLAY	**$190,015**	**$70,000**	**$518,760**	**$495,000**	**$495,000**
OTHER/MISCELLANEOUS							
552100		LIABILITY INSURANCE	$59,202	$61,500	$61,500	$69,670	$69,670
589000		CONTINGENCY	0	215,000	207,000	125,815	125,815
589120		REFUNDS OF SEWER USER FEES	0	2,500	2,500	2,500	2,500
		TOTAL OTHER/ MISCELLANEOUS	**$59,202**	**$279,000**	**$271,000**	**$197,985**	**$197,985**
OPERATING TRANSFERS OUT							
591001		TRANSFERS TO GENERAL FUND	$11,375	$3,000	$3,000	$3,000	$3,000
591126		TRANSFER OUT CLEAN WATER FUND	394,630	394,630	394,630	371,835	371,835
591201		TRANSFER OUT DEBT	115,275	115,275	115,275	135,000	135,000
591300		TRANSFERS TO CAPITAL PROJECTS	1,166,935	767,630	767,630	1,026,170	1,026,170
591500		TRANSFERS TO INTERNAL SERVICE	504,744	425,800	515,800	539,470	539,470
		TOTAL OPERATING TRANSFERS OUT	**$2,192,959**	**$1,706,335**	**$1,796,335**	**$2,075,475**	**$2,075,475**
		TOTAL WATER POLLUTION CONTROL	**$5,783,402**	**$6,416,500**	**$6,865,260**	**$7,249,500**	**$7,249,500**

SOLID WASTE DISPOSAL FUND

Service Narrative

The Solid Waste Disposal fund is used to account for the operations of the City's solid waste disposal program. Solid waste expenditures made from this fund are used to cover municipal solid waste (MSW) tip fees. This includes all costs for the disposal of City refuse collected curbside by the City's Public Works Solid Waste Division. Tip fees are set in a 2012 Municipal Solid Waste and Recycling Services Agreement dated December 21, 2012 with a term extending through June 30, 2034. Tip fee is adjusted annually using a CPI index for the period ending March 31 of the immediately preceding contract year with a minimum 1.75% and maximum 3.25% annual increase. This fund is funded, primarily, by a transfer from the General Fund for City refuse.

Budget Highlights

1213016 SOLID WASTE DISPOSAL FUND REVENUE

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL REVENUE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
INVESTMENT EARNINGS							
460000		INTEREST INCOME	$1,713	$1,000	$1,000	$1,000	$1,000
		TOTAL INVESTMENT EARNINGS	**$1,713**	**$1,000**	**$1,000**	**$1,000**	**$1,000**
OTHER/MISCELLANEOUS REVENUE							
480000		CITY OF BRISTOL HOST FEE	$304,300	$302,850	$302,850	$308,150	$308,150
		TOTAL OTHER/MISCELLANEOUS	**$304,300**	**$302,850**	**$302,850**	**$308,150**	**$308,150**
OPERATING TRANSFERS IN							
490001		TRANSFER IN GENERAL FUND	$713,605	$461,245	$461,245	$802,600	$802,600
		TOTAL OPERATING TRANSFERS IN	**$713,605**	**$461,245**	**$461,245**	**$802,600**	**$802,600**
		TOTAL SOLID WASTE DISPOSAL FUND	**$1,019,618**	**$765,095**	**$765,095**	**$1,111,750**	**$1,111,750**

1213016 SOLID WASTE DISPOSAL FUND EXPENDITURES

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
CONTRACTUAL SERVICES							
542140		CITY REFUSE	$1,000,000	$765,095	$765,095	$1,111,750	$1,111,750
		TOTAL CONTRACTUAL SERVICES	**$1,000,000**	**$765,095**	**$765,095**	**$1,111,750**	**$1,111,750**
		SOLID WASTE DISPOSAL FUND TOTAL	**$1,000,000**	**$765,095**	**$765,095**	**$1,111,750**	**$1,111,750**

SCHOOL LUNCH PROGRAM

Greg Boulanger, Director
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Service Narrative

The Bristol School Food Services Department operates under the direction of the Bristol Board of Education, Child Nutrition Services and USDA Child Nutrition programs. The district annually adopts the National School Breakfast, National School Lunch programs and the CT Healthy Foods Plan. The School Food Service Department complies with all guidelines established by the State of Connecticut Department of Education, Child Nutrition Services.

For the 2017-2018 School Year the District participated in the Community Eligibility Program (C.E.P.) whereas school-wide meals are free to all students. West Bristol K-12 and Ellen P. Hubbell K-5 Elementary School qualified for C.E.P. We have seen substantial increases in meals served to students at these two schools. We are scheduled to bring on South Side, Stafford, Chippens Hill, Greene Hills and Ivy drive School when we open for the 2018-2019 School year.

The food service department's mission is to provide students with healthy, nutritious and appealing foods in a timely manner and in a pleasant environment every day. We have applied for and received grants to provide fresh fruits and vegetables in all of our meal choices.

The district enrollment for fiscal year 2017-2018 in all grades was approximately 7,807 students. The food service department served 991,061 total meals during the past school year in the breakfast and lunch programs. The percentage of students qualifying for Free or Reduced Priced Meals in our schools is 53.04%. In addition to the National School Lunch and National School Breakfast programs, the food service department also operates a Special Milk program for kindergarten and preschool children.

The program receives funding through the Department of Education Child Nutrition offices through both federal and state reimbursements and grants, as well as through cash sales revenues. The food service department operates 12 food services sites throughout the district.

Number of Students	Number of Meals Served	Percentage of Students Qualifying for Free/Reduced Lunch
7,807	991,061	53.04%

Special Revenue Funds – (continued)

1275000 SCHOOL LUNCH PROGRAM REVENUES

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL REVENUE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
CHARGES FOR SERVICES							
450307		SCHOOL LUNCHES	$807,357	$763,135	$763,135	$690,000	$690,000
450308		OTHER SALES	19,922	9,500	9,500	9,500	9,500
		TOTAL CHARGES FOR SERVICES	**$827,279**	**$772,635**	**$772,635**	**$699,500**	**$699,500**
INVESTMENT EARNINGS							
460000		INTEREST INCOME	$4	$0	$0	$0	$0
		TOTAL INVESTMENT EARNINGS	**$4**	**$0**	**$0**	**$0**	**$0**
FEDERAL GRANTS							
431007		FEDERAL REIMBURSEMENT	$2,154,547	$1,999,475	$1,999,475	$2,100,172	$2,100,172
		TOTAL FEDERAL GRANTS	**$2,154,547**	**$1,999,475**	**$1,999,475**	**$2,100,172**	**$2,100,172**
STATE GRANTS							
432038		MISC. STATE REIMBURSEMENT	$142,430	$123,000	$123,000	$123,000	$123,000
		TOTAL STATE GRANTS	**$142,430**	**$123,000**	**$123,000**	**$123,000**	**$123,000**
		TOTAL SCHOOL LUNCH REVENUE	**$3,124,260**	**$2,895,110**	**$2,895,110**	**$2,922,672**	**$2,922,672**

C4003100 SCHOOL LUNCH PROGRAM EXPENDITURES

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
512100		CAFETERIA SUPERVISORS	$94,771	$109,205	$109,205	$112,016	$112,016
512110		CAFETERIA WORKERS	1,080,653	1,022,950	1,022,950	1,029,141	1,029,141
512130		REPLACEMENTS	54,301	10,000	10,000	55,000	55,000
		TOTAL SALARIES	**$1,229,725**	**$1,142,155**	**$1,142,155**	**$1,196,157**	**$1,196,157**
BENEFITS							
520100		LIFE INSURANCE	$1,751	$2,090	$2,090	$2,090	$2,090
520500		DISABILITY	3,800	3,590	3,590	3,590	3,590
520606		PENSION	48,698	85,000	85,000	0	0
520700		FICA	71,318	70,190	70,190	70,718	70,718
520750		MEDICARE	16,679	16,420	16,420	16,580	16,580
		TOTAL BENEFITS	**$142,246**	**$177,290**	**$177,290**	**$92,978**	**$92,978**
CONTRACTUAL SERVICES							
544400		RENTS AND LEASES	$15,797	$15,500	$15,500	$16,500	$16,500
		TOTAL CONTRACTUAL SERVICES	**$15,797**	**$15,500**	**$15,500**	**$16,500**	**$16,500**
SUPPLIES AND MATERIALS							
561600		FOOD SUPPLIES	$1,371,343	$1,176,615	$1,176,615	$1,224,710	$1,224,710
561700		SCHOOL LUNCH SUPPLIES	131,193	115,000	115,000	115,000	115,000
		TOTAL SUPPLIES AND MATERIALS	**$1,502,536**	**$1,291,615**	**$1,291,615**	**$1,339,710**	**$1,339,710**
OTHER/MISCELLANEOUS							
581500		NON-LUNCH EXPENSE	$17,949	$15,000	$15,000	$15,000	$15,000
		TOTAL OTHER/MISCELLANEOUS	**$17,949**	**$15,000**	**$15,000**	**$15,000**	**$15,000**
OPERATING TRANSFERS OUT							
591500		TRANSFER OUT INTERNAL SERVICE	$253,552	$253,550	$253,550	$262,327	$262,327
		TOTAL OPERATING TRANSFERS OUT	**$253,552**	**$253,550**	**$253,550**	**$262,327**	**$262,327**
		TOTAL SCHOOL LUNCH EXPENDITURES	**$3,161,805**	**$2,895,110**	**$2,895,110**	**$2,922,672**	**$2,922,672**

PINE LAKE CHALLENGE COURSE FUND

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Don Gagliardi, Coordinator
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Service Narrative

Bristol Youth Services operates a state-of-the-art outdoor challenge course and experiential adventure-based programs. The Pine Lake Challenge Course (PLCC) is nestled in a grove of pine trees on public property within the urban community. The PLCC consists of more than 40 different elements or stations constructed with a series of ropes, cables, and obstacles in a grove of trees and an abutting playing field, and its facilities spans over seven acres.

The PLCC elements are designed to create certain challenges for a group or individuals with the support of a group. The elements and stations can be adapted for comparable adventure-based experiences for individuals with physical disabilities. The elements are designed to test teamwork, communication skills, creativity and the degree of cooperation within the group. Other challenges are intended to test an individual's sense of balance, agility, trust, perseverance, and leadership. In addition, adventure programs which involve games, initiatives, and portable elements may be delivered to a group at community locations. All activities are facilitated by professionally trained staff who utilize special skills and techniques to make the experience safe, meaningful, and exciting.

The Pine Lake Challenge Course and Adventure Program was created as a result of community development efforts of the Bristol Community Leadership Team involving schools, youth service bureaus, youth recreational organizations, and public and private non-profit agencies. Construction was made possible through funding received from the Connecticut State Department of Education and donations from businesses and citizens. The primary applications of PLCC programs are to enrich educational and youth service programs and to enhance community collaborations and professional growth. Programs are delivered at the PLCC or at school and community locations.

The Pine Lake Challenge Course and Adventure Program is self-sustaining through revenues generated by user fees.

Fiscal Year 2018 Major Service Level Accomplishments

- Delivered safe, quality programming to children and community members with cultural sensitivity.
- Collaborated with CT Challenge Course Professionals and Managers to conduct trainings and skill refreshers for program facilitators in technical skills on a ropes course, and presentation with cultural sensitivity.
- Passed an annual independent inspection on equipment and grounds and met with reasonable assurance of its soundness and maintenance. Actions have been taken to repair elements to maintain the ACT standard of safety.
- Delivered educational lessons aligned with CT educational frameworks and content standards, and delivered week-long vacation program that supported high academic achievement and appreciation of diversity.
- Registered many returning satisfied customers who have complimented the design of their program and the professionalism of the staff.
- Offered for the twenty-first year an open enrollment affordable summer program for area youth.

Special Revenue Funds – (continued)

Fiscal Year 2019 Major Service Level Goals

- To offer safe and affordable quality programming to children and community members with cultural sensitivity.
- To maintain equipment and grounds to satisfy annual inspections.
- To improve access to water and facilities.
- To maintain the high standard of quality in program delivery by regular training of staff, administrative review of best practice standards and course and equipment maintenance.
- To design new program lessons closely aligned with Connecticut educational frameworks and content standards.
- To update policies and operating procedures.
- To recruit and retain a pool of highly skilled professional staff to meet the needs of our clients.
- To diversify services and market through an array of venues including publications, website and creating user friendly links, social media, television, and outreach to potential customer groups.
- To develop sponsors for educational, cultural, positive youth development and remedial programs.

Long Term Goals and Issues

- To continue to serve as a catalyst to foster positive relationships and personal growth for youth and community groups, educational agencies and organizations.
- To maintain the high standard of quality in program delivery by regular training of staff, administrative review of best practice standards and course and equipment maintenance.
- To maintain business being brought into Bristol through the delivery of adventure-based programs to clientele during all weather conditions as scheduled by gaining access to alternative indoor facilities and climbing gymnasium which are properly equipped.
- To participate in an independent review process of equipment condition and maintenance, policies, procedures, record keeping and skill of staff.

Special Revenue Funds – (continued)

Performance Measures

Quantitative:

	Service Days			Unduplicated Consumer Groups			Total Number of Participants		
Fiscal Year	**2016**	**2017**	**2018**	**2016**	**2017**	**2018**	**2016**	**2017**	**2018**
PINE LAKE CHALLENGE COURSE AND ADVENTURE PROGRAM	97	96	67	78	67	42	4,975	4,652	3,275

Expenditure and Position Summary

	2017 Actual	2018 Estimated	2019 Budgeted
Salary/Hourly Wage Expenditures	$94,726	$126,500	$133,415
Part-Time Positions	7-40 Seasonal	7-39 Seasonal	7-40 Seasonal

Budget Highlights

1321032 PINE LAKE CHALLENGE COURSE REVENUE

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL REVENUE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
LICENSE, PERMITS, FEES							
422004		CHALLENGE COURSE FEES	$116,147	$152,800	$152,800	$165,300	$165,300
		TOTAL LICENSE, PERMITS, FEES	**$116,147**	**$152,800**	**$152,800**	**$165,300**	**$165,300**
INVESTMENT EARNINGS							
460000		INTEREST INCOME	$164	$140	$140	$150	$150
		TOTAL INVESTMENT EARNINGS	**$164**	**$140**	**$140**	**$150**	**$150**
		TOTAL PINE LAKE CHALLENGE COURSE	**$116,311**	**$152,940**	**$152,940**	**$165,450**	**$165,450**

Special Revenue Funds – (continued)

1321032 PINE LAKE CHALLENGE COURSE EXPENDITURES

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
515100		OVERTIME	$113	$0	$0	$465	$465
515300		SEASONAL WAGES	94,613	126,500	126,500	132,950	132,950
		TOTAL SALARIES	**$94,726**	**$126,500**	**$126,500**	**$133,415**	**$133,415**
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	$4,505	$13,250	$13,250	$20,000	$20,000
543200		EQUIPMENT MAINTENANCE CONTRACTS	3,510	4,640	4,640	4,000	4,000
553000		TELEPHONE	358	580	580	580	580
553100		POSTAGE	126	250	250	250	250
555000		PRINTING AND BINDING	0	500	500	500	500
581135		SCHOOLING AND EDUCATION	141	1,155	1,155	1,155	1,155
		TOTAL CONTRACTUAL SERVICES	**$8,640**	**$20,375**	**$20,375**	**$26,485**	**$26,485**
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES AND MATERIALS	$424	$1,500	$1,500	$1,250	$1,250
561800		PROGRAM SUPPLIES	3,526	4,265	4,265	4,000	4,000
569000		OFFICE SUPPLIES	104	300	300	300	300
		TOTAL SUPPLIES AND MATERIALS	**$4,054**	**$6,065**	**$6,065**	**$5,550**	**$5,550**
		TOTAL PINE LAKE CHALLENGE COURSE	**$107,420**	**$152,940**	**$152,940**	**$165,450**	**$165,450**

LOCIP PROJECTS FUND

Service Narrative

The LoCIP Projects Fund accounts for the activities of the Local Capital Improvement Projects approved by the State of Connecticut's Office of Policy and Management. This revenue source is budgeted when the Capital Budget is approved. The appropriation for 2018-2019 is $970,000.

Budget Highlights

1341018 LOCIP PROJECTS FUND- REVENUE

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL REVENUE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
STATE GRANTS							
432033		STATE OF CONNECTICUT OPM	$610,000	$0	$0	$970,000	$970,000
		TOTAL STATE GRANTS	**$610,000**	**$0**	**$0**	**$970,000**	**$970,000**
		TOTAL LOCIP PROJECTS FUND	**$610,000**	**$0**	**$0**	**$970,000**	**$970,000**

134 LOCIP PROJECTS FUND

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
CAPITAL OUTLAY							
570000		LOCIP EXPENDITURES	$610,000	$0	$0	$970,000	$970,000
		TOTAL CAPITAL OUTLAY	**$610,000**	**$0**	**$0**	**$970,000**	**$970,000**
		TOTAL LOCIP PROJECTS FUND	**$610,000**	**$0**	**$0**	**$970,000**	**$970,000**

TRANSFER STATION FUND

Service Narrative

The Transfer Station of the Public Works Department functions for the purpose of depositing solid waste, rubbish and recyclables generated in the City by residential property owners, tenants, and commercial entities not meeting the requirements for disposal at the waste-to-energy facility located in Bristol. Automated curbside collection vehicles deposit collected single-stream recyclables in an enclosed building at the Transfer Station to maximize hauling efficiency and eliminate site litter. The Transfer Station also accepts curbside-collected recyclables from Wolcott's private hauler.

Detail regarding Transfer Station Permits, payments and other information can be found at http://www.bristolct.gov/237/Transfer-Station

Fiscal Year 2018 Major Service Level Accomplishments

- Recycled 1,318 gallons of waste oil, 437 tons of iron, 101 tons of electronics, 108 tons of mattresses, 12 tons of paint, 3.13 tons of hard cover books, 2,24 tons of propane tanks, 1.67 tons of antifreeze, and 1.25 tons of used textiles.
- Incorporated new recycling storage/loading building into operations.

Fiscal Year 2019 Major Service Level Goals

- Transition operations into new Transfer Station Administrative office.
- Restore compost operation on Transfer Station grounds.
- Repair walls of residential drop-off areas.
- Maintain closed landfill in compliance with CT-DEEP Stewardship Permit.

Long Term Goals and Issues

- Evaluate alternate uses of the closed landfill.
- Become self-funded through efficient operation.
- Review and modify PAYT fees.
- Maximize material revenue potential.

Expenditure and Position Summary

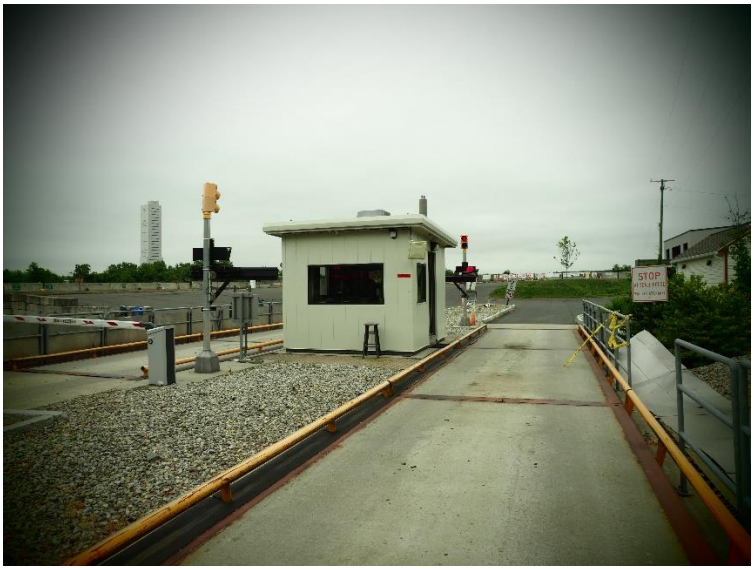
	2017 Actual	2018 Estimated	2019 Budget
Salary Expenditures	$308,908	$319,300	$343,545
Full time Positions	5.5	5.5	5.5

Special Revenue Funds – (continued)

Budget Highlights

136 TRANSFER STATION REVENUE

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL REVENUE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
LICENSE, PERMITS, FEES							
422020		RESIDENTIAL PERMIT FEES	$123,800	$56,250	$56,250	$50,000	$50,000
422021		COMMERICAL PERMIT FEES	2,735	1,400	1,400	3,000	3,000
450350		CLOTHING	275	300	300	150	150
450351		ALUMINUM	1,486	3,000	3,000	1,500	1,500
450352		IRON METAL	33,022	30,000	30,000	56,000	56,000
450353		BATTERIES	1,705	2,000	2,000	2,000	2,000
450354		COMPOST	13,643	0	0	0	0
		TOTAL LICENSE, PERMITS, FEES	**$176,666**	**$92,950**	**$92,950**	**$112,650**	**$112,650**
CHARGES FOR SERVICES							
450303		RECYCLING	$47,326	$48,665	$48,665	$43,000	$43,000
450356		PAY AS YOU THROW	204,616	234,470	234,470	200,000	200,000
		TOTAL CHARGES FOR SERVICES	**$251,942**	**$283,135**	**$283,135**	**$243,000**	**$243,000**
INVESTMENT EARNINGS							
460000		INTEREST INCOME	$1,221	$700	$700	$700	$700
		TOTAL INVESTMENT EARNINGS	**$1,221**	**$700**	**$700**	**$700**	**$700**
OTHER FINANCING SOURCES							
490001		TRANSFER IN GENERAL FUND	$246,915	$316,820	$316,820	$380,565	$365,510
		TOTAL OTHER FINANCING SOURCES	**$246,915**	**$316,820**	**$316,820**	**$380,565**	**$365,510**
		TOTAL TRANSFER STATION FUND	**$676,744**	**$693,605**	**$693,605**	**$736,915**	**$721,860**



Special Revenue Funds – (continued)

136 TRANSFER STATION FUND EXPENDITURES

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	$262,125	$271,650	$271,650	$286,245	$286,245
515100		OVERTIME	46,763	47,550	47,550	57,200	57,200
517000		OTHER WAGES	20	100	100	100	100
		TOTAL SALARIES	**$308,908**	**$319,300**	**$319,300**	**$343,545**	**$343,545**
CONTRACTURAL SERVICES							
531000		PROFESSIONAL FEES	$1,600	$1,650	$1,650	$3,000	$3,000
534200		ENVIRONMENTAL	1,234	4,925	4,925	1,250	1,250
541000		UTILITIES	6,356	7,000	7,000	6,500	6,500
541100		WATER/SEWER	272	450	450	325	325
542101		DISPOSAL	1,177	3,000	3,000	3,000	3,000
542105		TIRE DISPOSAL	2,200	4,400	4,400	3,000	3,000
542110		FREON	1,496	2,500	2,500	1,500	1,500
542115		BULK WASTE	14,252	15,000	15,000	15,500	15,500
542120		TIP FEES	127,647	106,200	106,200	124,975	124,975
543000		REPAIRS & MAINTENANCE	6,850	12,000	12,000	15,000	15,000
544400		RENTS/LEASE	0	30,000	30,000	15,000	15,000
554000		TRAVEL REIMBURSEMENT	0	50	50	50	50
581120		CONFERENCE & MEMBERSHIPS	0	150	150	150	150
581135		SCHOOLING	0	150	150	150	150
		TOTAL CONTRACTURAL SERVICES	**$163,084**	**$187,475**	**$187,475**	**$189,400**	**$189,400**
BENEFITS							
520100		LIFE INSURANCE	$252	$280	$280	$280	$280
520500		DISABILITY	105	255	255	255	255
520700		F.I.C.A.	18,396	19,800	19,800	21,180	21,180
520750		MEDICARE INSURANCE	4,302	4,630	4,630	4,875	4,875
520905		GENERAL CITY RETIREMENT	1,362	11,990	11,990	15,055	0
		TOTAL BENEFITS	**$24,417**	**$36,955**	**$36,955**	**$41,645**	**$26,590**
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES	$195	$500	$500	$550	$550
561800		PROGRAM SUPPLIES	25,180	15,000	15,000	24,000	24,000
		TOTAL SUPPLIES AND MATERIALS	**$25,375**	**$15,500**	**$15,500**	**$24,550**	**$24,550**
OTHER/MISCELLANEOUS							
589000		CONTINGENCY	$0	$18,200	$18,200	$9,000	$9,000
589105		CCARD FEES	8,145	6,825	6,825	7,500	7,500
		TOTAL OTHER/ MISCELLANEOUS	**$8,145**	**$25,025**	**$25,025**	**$16,500**	**$16,500**
OPERATING TRANSFERS OUT							
591500		TRANSFERS TO INTERNAL SERVICE	$100,888	$109,350	$109,350	$121,275	$121,275
		TOTAL OPERATING TRANSFERS OUT	**$100,888**	**$109,350**	**$109,350**	**$121,275**	**$121,275**
		TOTAL TRANSFER STATION FUND	**$630,817**	**$693,605**	**$693,605**	**$736,915**	**$721,860**

ENTERPRISE FUND – BRISTOL WATER DEPARTMENT

Robert Longo, Superintendent
119 Riverside Avenue
860-582-7431
robertlongo@ci.bristol.ct.us
www.bristolwaterdept.org

Program Summary

The Enterprise Fund is used to account for the operations of the Bristol Water Department. These operations are financed and operated in a manner similar to that of a private business enterprise where the intent is that all the costs, including depreciation, related to the provision of goods and services to the general public on a continuing basis, be financed or recovered primarily through user charges.

This fund is operated under the provision of Sections 25 and 48 of the City Charter.

The Bristol Water Department is a municipal department of the City of Bristol and is governed by a Board of Water Commissioners appointed by the Mayor and approved by the City Council.

Accounting duties, custody of monies received for water consumption or otherwise, the collection of bills, and the payment of bills incurred in the operation of said Water Department, shall be entrusted to the Board of Water Commissioners and shall be executed with the assistance and in accordance with guidelines established by the City Comptroller.

The Board of Water Commissioners shall adopt regulations:

1. For the use and protection of the water system and facilities;
2. To control the use of its land, water plant and facilities;
3. To prevent accidents and promote safety among its employees and for the use of said water plant;
4. For the planting, management, safeguarding and harvesting of trees on Water Department properties;
5. Relating to the operation of said water plant;
6. As to the methods, amounts, prices, quantity and quality of water supply to individual users;
7. To place limitations on water usage in the event of periods of droughts or other emergencies and;

The Board of Water Commissioners shall govern the supply of water to all City residents. The Board may prescribe rules for the shut off of water supply in cases of non-payment, until payment arrangements are made, and may include penalties for default in payment of water charges.

The Bristol Water Department encourages public participation and input into decisions that may affect the quality of water. Meetings of the Board of Water Commissioners are usually held on the third Tuesday of every month at the Water Treatment Plant located at 1080 Terryville Avenue in Bristol at 6:30 p.m.

Enterprise Fund – Bristol Water Department (continued)

The primary sources of supply for the Bristol Water Department are six reservoirs. These reservoirs are located in Bristol, Burlington, Harwinton and Plymouth. The water from these reservoirs is gravity fed to the water treatment plant on Terryville Avenue where it is sampled, tested, treated and filtered prior to entering the water distribution system. These surface water sources are supplemented by groundwater from five wells located on Barlow Street, Mechanic Street, and Mix Street in Bristol. The well water is naturally purified as it is filtered through the soil; however it is still sampled, tested, and treated at each well location. The watershed area surrounding the six reservoirs is protected forestland and comprises over 4,000 acres.

For more information visit the Bristol Water Department website at www.bristolwaterdept.org.

Fiscal Year 2018 Major Service Level Accomplishments

- The Bristol Water Department began the rehabilitation of the DeWitt Drive water storage tank in the Spring of 2018 with a completion date of late Summer. The rehabilitated tank will have a life expectancy of 40-60 years and will continue to provide storage to the Forestville area. The Bristol Water Department also has completed the design for a filter media replacement project at our Water Treatment Plant. Replacement for the 26 year old media will go out to public bid at the end of the Summer of 2018. Work is expected to be done over the winter months when demand is at its lowest.

Fiscal Year 2019 Major Service Level Goals

- The Bristol Water Department will begin the design to replace the existing flocculators at the Water Treatment Plant. The flocculators are a key component of the water treatment process and the project is estimated to cost approximately $1.5 million dollars. In addition to the flocculator project, the Bristol Water Department is working with the State of Connecticut Department of Transportation to coordinate projects scheduled for 2019 where water mains will be replaced or relocated.

Long Term Goals and Issues

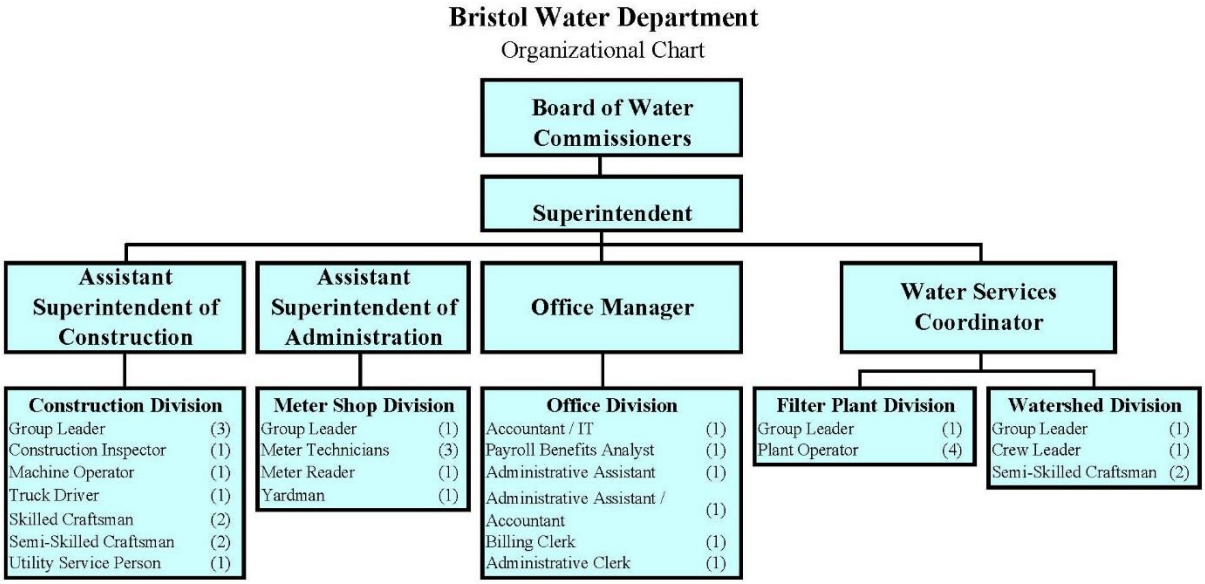
- The primary goal of the Bristol Water Department has always been and will always be to provide the highest quality water possible to our customers at a low cost. Continuing the ongoing effort to reduce expenses through automation assists the department in meeting some of the cost aspects of this goal. The department's 10 year CIP will assist in improving water quality through the rehabilitation of water storage tanks on DeWitt Drive, Old Wolcott Road, Grove Street and Princeton Drive. The Bristol Water Department is also currently working on plans to replace a chemical feed building at the Mix Street wellfield and anticipates the work to be completed in the next 5 years. This project will reduce chemical and electrical costs while eliminating an existing chlorine gas disinfection system

Enterprise Fund - Bristol Water Department (continued)

Expenditure and Position Summary

	2017 Actual	2018 Estimated	2019 Budget
Salary Expenditures	$2,226,575	$2,366,893	$2,491,184
Full time Positions	37	37	37

Organizational Chart



Board of Water Commissioners	**Term Expiration**
Robert Badal	12/2020
Elizabeth Phelan	12/2018
Kathleen Ferrier	12/2020
James Brown	12/2019
Ron Suarez	12/2018

Enterprise Fund - Bristol Water Department (continued)

Financial Statement

CITY OF BRISTOL, CONNECTICUT
BRISTOL WATER DEPARTMENT
Statement of Revenues, Expenses and Changes in Retained Earnings/Fund Balance
(thousands)

CITY OF BRISTOL, CONNECTICUT

	Actual 6/30/2017	Actual 6/30/2016	Actual 6/30/2015	Actual 6/30/2014	Actual 6/30/2013
Operating revenues:					
Charges for services	$7,400	$7,047	$6,973	$6,855	$6,866
Miscellaneous	420	384	372	352	393
Total operating revenues	**$7,820**	**$7,431**	**$7,345**	**$7,259**	**$6,838**
Operating expenses:					
Source of supply	$191	$215	$232	$205	$179
Pumping	261	288	270	295	307
Purification	912	956	962	1027	1047
Transmission and distribution	2,138	2,023	1,854	1,592	2,007
Customer accounts, administrative and general	2,117	2,218	2,192	2,148	1,967
Depreciation	1116	1086	1008	945	1060
Taxes other than income taxes	467	488	507	423	437
Loss on disposal	0	0	0	0	0
Total operating expenses	**$7,202**	**$7,274**	**$7,025**	**$7,004**	**$6,621**
Operating income (Loss)	**$618**	**$157**	**$320**	**$255**	**$217**
Nonoperating revenue (expenses):					
Reimbursement from other funds					
Interest income	$527	($203)	($101)	$674	$405
Interest expense	(101)	(116)	(135)	(269)	(52)
Loss on disposal					(6)
Amortization of debt discount and expense	11	8	(8)	(5)	(4)
Total nonoperating revenues (expenses)	**$437**	**($311)**	**($244)**	**$343**	**($483)**
Net Income (loss)	$1,055	($155)	$780	$1,000	$623
Retained earnings/fund balance, July 1	27,029	27,184	26,404	25,404	24,781
Retained earnings/fund balance, June 30	**$28,084**	**$27,029**	**$27,184**	**$25,404**	**$24,781**

The Grove Street Water Storage Tank was demolished in July 2015.

Enterprise Fund - Bristol Water Department (continued)

Budget Highlights

CITY OF BRISTOL, CONNECTICUT
BRISTOL WATER DEPARTMENT BUDGET SUMMARY

REVENUE ESTIMATE SUMMARY 2018-2019

ACCOUNTS RECEIVABLE:	ACTUAL RECEIVED 2016-2017	AMENDED BUDGET 2017-2018	CURRENT YR REVISED EST. 2017-2018	PROPOSED REVENUES 2018-2019	JOINT BOARD APPROVED 2018-2019
WATER SALES	$7,276,531	$7,300,000	$7,300,000	$7,300,000	$7,300,000
WATER LIENS	8,680	15,000	14,000	14,000	14,000
SERVICE ACCOUNTS	33,534	25,000	20,000	25,000	25,000
SERVICE ACCOUNT LIENS	1,810	1,500	1,500	1,500	1,500
PENALTIES	65,892	70,000	75,000	75,000	75,000
ASSESSMENTS	44,832	35,000	45,000	35,000	35,000
WPC DEPARTMENT PAYMENTS	69,375	60,500	69,375	60,500	60,500
CELL TOWER LEASE	150,613	150,000	151,000	151,000	151,000
LAND LEASE	30,309	30,309	30,309	30,309	30,309
BULK RAW WATER	2,100	2,000	2,000	2,000	2,000
FINES	51,000	30,000	50,000	50,000	50,000
SEWER ACCOUNT LIENS	5,110	3,800	5,000	3,800	3,800
SUNDRY ACCOUNTS	2,400	10,000	2,500	2,500	2,500
CLOSING COSTS	40,383	35,000	45,000	45,000	45,000
SCRAP METAL SALES	23	3,000	3,000	3,000	3,000
FORESTRY PROGRAM	0	20,000	21,500	21,500	21,500
WATER SERVICE REINSTATEMENT	33,800	32,000	32,000	32,000	32,000
REMOVE METER	3,650	7,000	7,000	7,000	7,000
TOTAL REVENUES	**$7,820,042**	**$7,830,109**	**$7,874,184**	**$7,859,109**	**$7,859,109**

EXPENSE ESTIMATE SUMMARY 2018-2019

EXPENSE BY TYPE	PRIOR YEAR EXPENDED 2016-2017	AMENDED BUDGET 2017-2018	CURRENT YR REVISED EST. 2017-2018	PROPOSED EXPENDITURES 2018-2019	JOINT BOARD APPROVED 2018-2019
SALARY	$2,226,575	$2,324,348	$2,366,893	$2,491,184	$2,491,184
FRINGE BENEFITS	1,152,230	1,241,482	1,162,612	1,358,140	1,358,140
OPERATING SERVICES	2,551,166	2,384,967	2,452,084	2,564,618	2,564,618
SUPPLIES & MATERIALS	962,125	872,946	839,965	860,766	860,766
CAPITAL OUTLAY	662,396	1,632,089	1,632,089	1,438,037	1,438,037
TOTAL EXPENSES	**$7,554,492**	**$8,455,832**	**$8,453,643**	**$8,712,745**	**$8,712,745**
BUDGET SURPLUS (DEFICIT)	$265,550	($625,723)	($579,459)	($853,636)	($853,636)

Enterprise Fund - Bristol Water Department (continued)

CITY OF BRISTOL, CONNECTICUT
BRISTOL WATER DEPARTMENT
SALARY ANALYSIS - 2018-2019

LABOR UNIT	GRADE	STEP	NO OF POS	DESCRIPTION	2017-2018 REVISED ESTIMATE	2018-2019 DEPT REQUEST	2018-2019 JOINT BOARD APPROVED
NB	11	7	1	SUPERINTENDENT	$128,718	$132,322	$132,322
BPSA	9	6	1	ASST SUPERINTENDENT-CONSTR/MAINT	94,972	101,281	101,281
BPSA	9	6	1	ASST SUPT- ADMINISTRATION	91,923	101,281	101,281
BPSA	7	6	1	WATER TREATMENT PLANT SUPERVISOR	86,741	84,294	84,294
BPSA	6	6	1	OFFICE MANAGER	66,104	69,949	69,949
				CONSTRUCTION & MAINTENANCE:			
L1338	9A	3	3	GROUP LEADERS	178,120	183,581	183,581
L1338	7	3	3	SKILLED CRAFTSMAN	155,598	160,930	160,930
L1338	6	3	3	SEMI-SKILLED CRAFTSMAN	98,863	101,338	101,338
L1338	8	3	1	BACKHOE OPERATOR	55,042	56,430	56,430
L1338	7	3	1	TRUCK DRIVER	52,331	53,643	53,643
L1338	8	3	1	WATER UTILITY SERVICE PERSON	55,042	56,430	56,430
L1338				OVERTIME	94,350	96,992	96,992
				METER SHOP:			
L1338	9A	3	1	GROUP LEADER/CROSS CONN. CNTRL. INSP.	59,693	58,490	58,490
L1338	7	3	1	CROSS CONN CONTROL/METER TECH	52,331	53,643	53,643
L1338	7	3	2	METER TECHNICIANS	104,661	107,286	107,286
L1338	6	3	1	METER READER	49,431	50,669	50,669
L1338	4	3	1	YARDMAN	46,720	47,902	47,902
				OVERTIME	37,663	38,718	38,718
				***WATER TREATMENT PLANT: (24/HR/DAY WK)**			
L1338	10	3	1	GROUP LEADER	84,739	87,098	87,098
L1338	6	3	1	PLANT OPERATORS	44,280	50,669	50,669
L1338	8	3	3	PLANT OPERATORS(W/SHIFT DIFF)	200,235	240,203	240,203
L1338				OVERTIME	39,955	41,074	41,074
				WATERSHED:			
L1338	9	3	1	GROUP LEADER	57,837	59,301	59,301
L1338	8	3	1	CREW LEADER	55,042	56,430	56,430
L1338	6	3	2	SEMI-SK CRAFTSMAN	98,863	101,338	101,338
				OVERTIME	18,594	19,115	19,115
				OFFICE:			
L233	9	3	1	ACCOUNTANT	52,093	56,765	56,765
L233	6	3	1	PAYROLL BENEFITS ANALYST	42,871	45,962	45,962
L233	5	3	1	SENIOR ADMINISTRATIVE ASSISTANT	39,606	43,037	43,037
L233	5	3	1	BILLING ANALYST	39,524	43,037	43,037
L233	5	3	1	ADMINISTRATIVE CLERK/METER SHOP	39,606	43,037	43,037
L233	6	3	1	ADMINISTRATIVE CLERK/SERVICE BILLING	42,449	45,962	45,962
L233				OVERTIME	2,896	2,977	2,977
			37	**TOTAL SALARIES**	**$2,366,893**	**$2,491,184**	**$2,491,184**

Enterprise Fund - Bristol Water Department (continued)

CITY OF BRISTOL, CONNECTICUT
BRISTOL WATER DEPARTMENT
OPERATING SERVICES, FRINGE BENEFITS, & SUPPLIES DETAIL
2018-2019 BUDGET

ENTERPRISE FUND

OBJECT CLASSIFICATION	PRIOR YEAR EXPENDED 2016-2017	AMENDED BUDGET 12/31/2017	CURRENT YEAR ESTIMATE 2017-2018	PROPOSED BUDGET 2018-2019	JOINT BOARD APPROVED 2018-2019
FRINGE BENEFITS:					
FRINGE BENEFITS	$1,152,230	$1,241,482	$1,162,612	$1,358,140	$1,358,140
TOTAL FRINGE BENEFITS	**$1,152,230**	**$1,241,482**	**$1,162,612**	**$1,358,140**	**$1,358,140**
OPERATING SERVICES:					
LIGHT AND POWER	406,802	360,425	400,000	400,719	400,719
TELEPHONE	16,733	23,485	17,000	17,600	17,600
POSTAGE	43,625	51,195	45,000	51,195	51,195
ADVERTISING	1,849	9,350	20,000	16,350	16,350
MAINTENANCE/REPAIRS	37,853	59,641	40,000	43,361	43,361
LEASE	11,892	11,631	11,900	11,923	11,923
CONFERENCES AND MEMBERSHIPS	16,483	19,030	19,030	19,030	19,030
TAXES	466,978	483,870	495,000	596,341	596,341
PROFESSIONAL SERVICES	150,297	103,620	151,000	170,000	170,000
LIENS	5,021	6,300	6,300	6,300	6,300
MISCELLANEOUS	6,000	6,570	6,570	6,570	6,570
CONTRACTOR SERVICES	509,653	559,566	550,000	565,160	565,160
DEBT SERVICE	577,443	404,484	404,484	374,269	374,269
SEWER USER FEE	8,100	10,800	10,800	10,800	10,800
NEW BRITAIN AGREEMENT	292,437	275,000	275,000	275,000	275,000
TOTAL OPERATING SERVICES	**$2,551,165**	**$2,384,967**	**$2,452,084**	**$2,564,618**	**$2,564,618**
SUPPLIES AND MATERIALS DETAIL:					
MOTOR VEHICLE FUELS	22,084	38,291	25,000	38,291	38,291
OFFICE SUPPLIES	27,092	27,240	27,240	27,240	27,240
MAINTENANCE SUPPLIES & MATERIALS	595,437	338,100	338,100	346,000	346,000
MV PARTS & SUPPLIES	12,863	15,150	15,150	15,150	15,150
MV SERVICE & REPAIR	39,035	35,000	35,000	35,000	35,000
HEATING FUELS	29,726	29,690	30,000	29,610	29,610
CHEMICAL TREATMENT	153,721	210,000	190,000	190,000	190,000
MISCELLANEOUS	728	5,000	5,000	5,000	5,000
INSURANCE	81,439	174,475	174,475	174,475	174,475
TOTAL SUPPLIES	**$962,125**	**$872,946**	**$839,965**	**$860,766**	**$860,766**

Bristol Water Department Reservoir in the Town of Plymouth.

Enterprise Fund - Bristol Water Department (continued)

CITY OF BRISTOL, CONNECTICUT
BRISTOL WATER DEPARTMENT
CAPITAL OUTLAY/EQUIPMENT REQUEST 2018-2019

QTY	DESCRIPTION OF EQUIPMENT	ESTIMATED GROSS COST	ESTIMATED TRADE-IN	BUDGET REQUEST 2018-2019	JOINT BOARD APPROVED 2018-2019
I. CAPITAL EQUIPMENT:					
1	2018 CHEVY 2500	$52,000		$52,000	$52,000
	TOTAL CAPITAL EQUIPMENT:	**$52,000**	**$0**	**$52,000**	**$52,000**
II. UTILITY ASSETS:					
1	CHOP SAW	$900		$900	$900
1	PIN LOCATOR	$780		$780	$780
1	SMALL PLATE COMPACTOR	$2,600		$2,600	$2,600
1	INSERTION VALVES 10"	$13,000		$13,000	$13,000
3	INSERTION VALVES 8"	$31,500		$31,500	$31,500
	TOTAL UTILITY ASSETS- DISTRIBUTION SYSTEM SE	**$48,780**	**$0**	**$48,780**	**$48,780**
	METER SHOP SECTION:				
650	5/8 METERS @ 79.50	$51,675		$51,675	$51,675
200	TRANSMITTERS @ 93.00	$18,600		$18,600	$18,600
1	6' PROTECTUS	$18,000		$18,000	$18,000
2	SCHONSTEDT MODEL GA-52CX	$1,840		$1,840	$1,840
10	1" T-10 METER	$2,530		$2,530	$2,530
5	2" T-10 METER	$3,195		$3,195	$3,195
10	3/4" T-10 METER	$3,600		$3,600	$3,600
5	1 1/2" T-10 METER	$2,545		$2,545	$2,545
1	6" DETECTOR CHECK	$7,000		$7,000	$7,000
	TOTAL UTILITY ASSETS- METER SHOP	**$108,985**	**$0**	**$108,985**	**$108,985**
	WATER TREATMENT PLANT SECTION:				
1	RAW WATER PUMP	$40,000		$40,000	$40,000
1	REBUILD HILL ST PUMP	$22,000		$22,000	$22,000
1	WASH WATER RETURN PUMP	$13,000		$13,000	$13,000
4	HIGH SERVICE PUMP HOUSE VALVES	$30,000		$30,000	$30,000
1	PERISTALTIC CHEMICAL FEED PUMP	$4,500		$4,500	$4,500
1	HACH SC200 TURBIDITY CONTROLLER	$2,050		$2,050	$2,050
	LAB EQUIPMENT	$8,000		$8,000	$8,000
	TOTAL UTILITY ASSETS-WATER TREATMENT PLANT	**$119,550**	**$0**	**$119,550**	**$119,550**
	WATERSHED SECTION:				
	TOTAL UTILITY ASSETS- WATERSHED SECTION	**$0**	**$0**	**$0**	**$0**
	OFFICE SECTION				
	REINSTALL WALL COVERING/PAINT	$15,000		$15,000	$15,000
	TOTAL UTILITY ASSETS- OFFICE SECTION	**$15,000**	**$0**	**$15,000**	**$15,000**
	TOTAL UTILITY ASSETS	**$292,315**	**$0**	**$292,315**	**$292,315**
III. CAPITAL PROJECTS:					
	WATER MAIN REPLACEMENTS	$233,722		$233,722	$233,722
	HYDRANT REPLACEMENTS	$85,000		$85,000	$85,000
	SOLAR FEASABILITY STUDY	$80,000		$80,000	$80,000
	MIX STREET WELL REDEVELOPMENT	$25,000		$25,000	$25,000
4	NEW FILTER MEDIA & SERVICE WASH	$670,000		$670,000	$670,000
	TOTAL CAPITAL PROJECTS	**$1,093,722**	**$0**	**$1,093,722**	**$1,093,722**
	TOTAL CAPITAL OUTLAY	**$1,438,037**	**$0**	**$1,438,037**	**$1,438,037**

INTERNAL SERVICE FUND

	2016-2017 Actual	2017-2018 Budget	2018-2019 Budget
Revenues:			
Miscellaneous	$165,309	$100,000	$100,000
Contributions	8,169,581	8,063,740	8,377,100
Transfers In	31,126,543	29,240,260	29,647,200
Fund Balance Undesignated	0	1,090,000	1,346,400
Interest Income	47,036	36,000	36,000
	$39,508,469	$38,530,000	$39,506,700
Expenditures:			
Miscellaneous	$0	$94,000	$990,000
Professional Fees & Services	83,482	118,000	155,500
Administrative Fees	1,515,432	1,388,900	1,429,500
Claims	34,234,980	36,829,100	36,813,700
State of Connecticut Fees	80,286	100,000	118,000
	$35,914,180	$38,530,000	$39,506,700

The totals of three funds are combined to form the Internal Service Fund.

The Internal Service Fund is the combination of the City's Health Benefits Fund and the "Old" and "New" self-insured Workers' Compensation Funds. The Health Benefits Fund is a self-insured fund administered by Cigna HealthCare, Express Scripts, and Anthem. This fund accounts for medical, prescription and dental claims for all eligible employees and retirees. The "New" Workers' Compensation Fund is also a self-insured fund and is administered by PMA Management Corporation. The "Old" Workers' Compensation Fund has no budget and no actuals. It exists to pay open claims that occurred from 1985-1988.

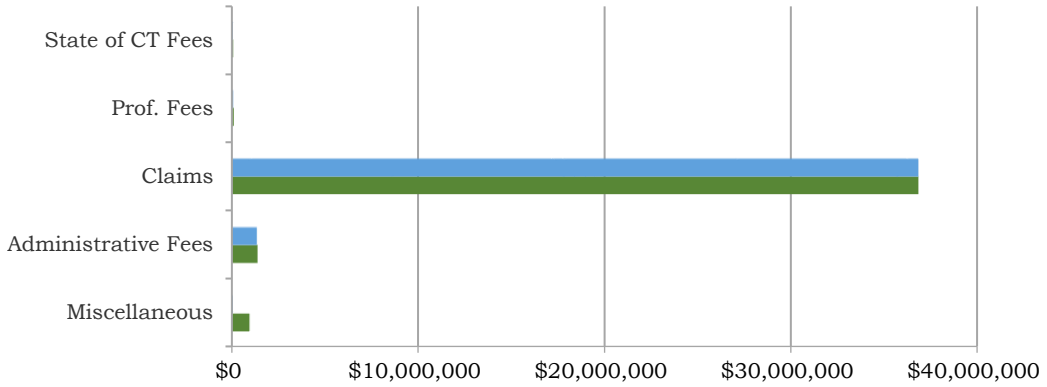
The total budget increased 2.5% or $976,700. This small increase within the Health Benefits budget is due to a few factors. The administrative fees increased $40,600 due to fees increases by the Third Party Administrators. The largest increase is due to the implementation of a High Deductible Health Plan for the Teachers effective 7/1/18. While the Claims number decreased as the result of this plan design change, the increase was picked up in Employer funded HSA's which can be seen in the Miscellaneous line item section of the budget.

Additionally, the management and oversight of the City's Workers' Compensation Plan has resulted in fewer work related injuries which reduces indemnity and medical costs. The New Workers' Compensation Fund Budget for 2018-2019 has a small decrease due to strong oversight by management and consistent employee training that has lessened job related injuries.

Shown on the next page is a graph of budgeted expenditures for the Internal Service Fund for 2017-2018 and 2018-2019. Workers' Compensation claims are expected to decrease due to the strong measures implemented by the Insurance Committee, a subcommittee of the City's Board of Finance.

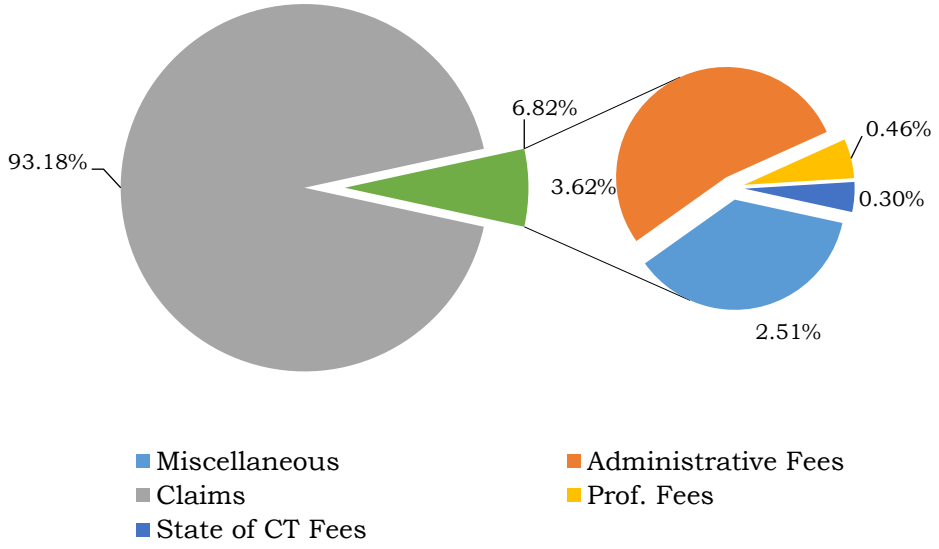
Internal Service Fund - (continued)

2017-2018 vs 2018-2019 Internal Service Budget



	Miscellaneous	Administrative Fees	Claims	Prof. Fees	State of CT Fees
2017-2018 Budget	$94,000	$1,388,900	$36,829,100	$118,000	$100,000
2018-2019 Budget	$990,000	$1,429,500	$36,813,700	$155,500	$118,000

2018-2019 Internal Service Budget



HEALTH BENEFITS FUND

INTERNAL SERVICE- HEALTH BENEFITS FUND 116

1161018 HEALTH BENEFITS- SELF INSURANCE REVENUE

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL REVENUE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
OTHER/MISCELLANEOUS REVENUE							
450210		MEDICARE D REIMBURSEMENTS	$100,446	$100,000	$100,000	$100,000	$100,000
454001		MISCELLANEOUS- OTHER	3,957	0	0	0	0
		TOTAL OTHER/MISCELLANEOUS REVE	**$104,403**	**$100,000**	**$100,000**	**$100,000**	**$100,000**
CONTRIBUTIONS							
470008		WATER CONTRIBUTIONS	$1,057,521	$991,200	$991,200	$1,027,000	$1,027,000
470016		BOE EMPLOYEE CONTRIBUTIONS	3,255,623	3,122,100	3,122,100	2,787,200	2,787,200
470017		BOARD OF EDUCATION RETIREES	1,111,828	1,066,100	1,066,100	1,206,600	1,206,600
470029		COBRA CONTRIBUTIONS	37,048	50,000	50,000	62,500	62,500
470031		PENSION CONTRIBUTIONS	285,305	269,680	269,680	254,460	254,460
470032		CITY EMPLOYEE CONTRIBUTIONS	1,303,470	1,435,600	1,435,600	1,834,800	1,834,800
470035		CITY RETIREE CONTRIBUTIONS	42,725	50,000	50,000	56,540	56,540
470043		CIGNA WELLNESS	15,466	20,000	20,000	20,000	20,000
480010		OTHER AGENCIES	961,173	933,860	933,860	990,000	990,000
480011		RETIREES DEPENDENTS	76,556	37,200	37,200	50,000	50,000
		TOTAL CONTRIBUTIONS	**$8,146,715**	**$7,975,740**	**$7,975,740**	**$8,289,100**	**$8,289,100**
OPERATING TRANSFERS IN							
490001		GENERAL FUND	$10,173,990	$9,646,500	$9,646,500	$10,417,450	$10,182,700
490104		BRISTOL DEVELOPMENT AUTHORITY	82,274	93,360	93,360	112,000	112,000
490106		SPECIAL GRANTS	228,565	50,000	50,000	50,000	50,000
490108		SPECIAL EDUCATION GRANT FUNDS	946,500	1,237,200	1,237,200	1,524,945	1,524,945
490118		SEWER ASSESSMENTS	414,744	425,800	425,800	400,000	400,000
490127		SCHOOL LUNCH	253,552	253,550	253,550	255,815	255,815
490136		TRANSFER STATION	100,888	102,800	102,800	99,500	99,500
490501		BOARD OF EDUCATION	15,440,530	14,027,850	14,027,850	14,152,440	13,648,040
490710		POLICE PENSION	(249,500)	0	0	0	0
		TOTAL OPERATING TRANSFERS IN	**$27,391,543**	**$25,837,060**	**$25,837,060**	**$27,012,150**	**$26,273,000**
INVESTMENT EARNINGS							
460000		INTEREST INCOME	$20,395	$16,000	$16,000	$16,000	$16,000
		TOTAL INVESTMENT EARNINGS	**$20,395**	**$16,000**	**$16,000**	**$16,000**	**$16,000**
OTHER							
491003		BUDGETARY FUND BALANCE	$0	$1,090,000	$1,090,000	$1,126,400	$1,346,400
		TOTAL FUND BALANCE	**$0**	**$1,090,000**	**$1,090,000**	**$1,126,400**	**$1,346,400**
		TOTAL HEALTH BENEFITS	**$35,663,056**	**$35,018,800**	**$35,018,800**	**$36,543,650**	**$36,024,500**

1168102 HEALTH BENEFITS- SELF INSURANCE EXPENDITURES

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
CONTRACTUAL SERVICES							
520850		WELLNESS	$10,382	$50,000	$50,000	$40,000	$40,000
531000		PROFESSIONAL FEES	73,100	68,000	68,000	115,500	115,500
531150		ADMINISTRATIVE FEES	9,910	11,200	11,200	10,000	10,000
531152		CIGNA ADMIN	1,083,560	1,017,600	1,017,600	1,051,900	1,051,900
531154		ESI ADMIN	23,142	25,000	25,000	25,000	25,000
531155		ACA PCORI FEE	10,076	0	0	0	0
531156		ANTHEM ADMIN	96,532	117,200	117,200	118,400	118,400
531165		ACA REINSURANCE FEE	87,213	10,400	10,400	8,200	8,200
		TOTAL CONTRACTUAL SERVICES	**$1,393,914**	**$1,299,400**	**$1,299,400**	**$1,369,000**	**$1,369,000**
OTHER/MISCELLANEOUS							
586300		CLAIMS MARGIN	$0	$0	$0	$519,150	$0
586302		CIGNA CLAIMS	25,018,595	26,521,300	26,521,300	26,976,200	$26,976,200
586304		ESI CLAIMS	5,518,801	5,944,600	5,944,600	5,499,300	5,499,300
586306		ANTHEM CLAIMS	1,111,470	1,159,500	1,159,500	1,190,000	1,190,000
589100		MISCELLANEOUS	0	94,000	94,000	990,000	990,000
		TOTAL OTHER/MISCELLANEOUS	**$31,648,867**	**$33,719,400**	**$33,719,400**	**$35,174,650**	**$34,655,500**
		TOTAL HEALTH BENEFITS	**$33,042,781**	**$35,018,800**	**$35,018,800**	**$36,543,650**	**$36,024,500**

WORKERS' COMPENSATION FUNDS

There are two self-insured Workers' Compensation funds differentiated as "Old" and "New". The "Old" fund encompasses claims that occurred from 1985 through 1988. There is a balance in the "Old" fund of $165,000 to handle all remaining claims. There is no budget for 2018-2019, but the remaining $165,000 will stay in the fund. Open claims will be evaluated on an annual basis to determine if additional funds are needed.

The "New" Workers' Compensation fund was established by the Insurance Committee, a subcommittee of the Board of Finance in 2003-2004. The Insurance Committee meets quarterly to review claims, strategize on improving return-to-work programs, training and communication with employees. These efforts have paid off and the City is realizing a reduction in injuries. This is the second year that Heart & Hypertension claims are budgeted in this fund.

INTERNAL SERVICE FUND 119

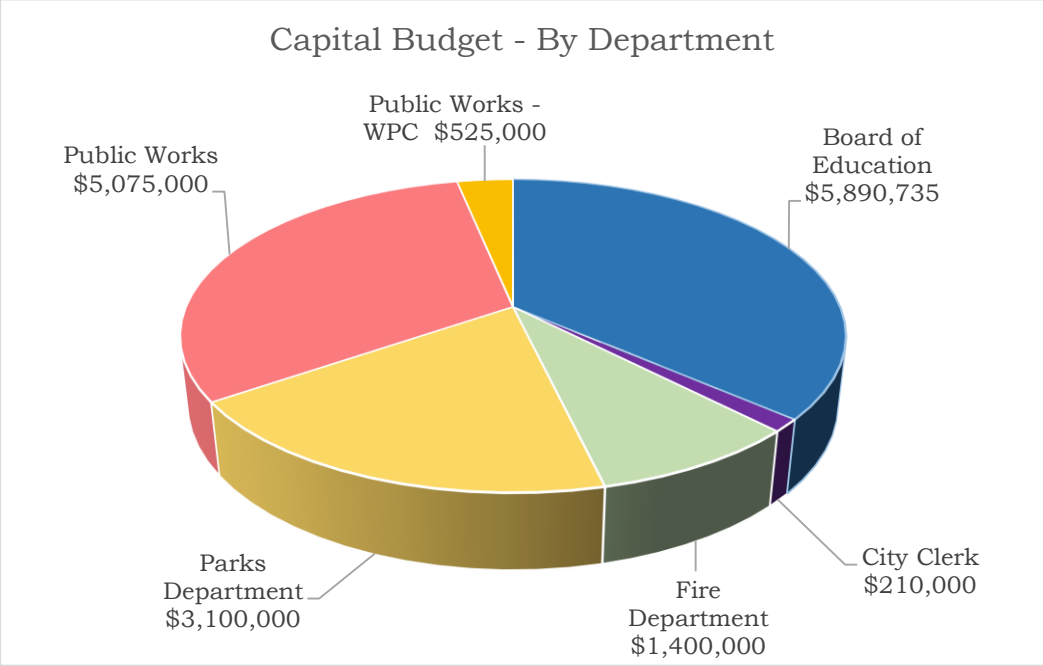
119 NEW WORKERS' COMPENSATION- SELF INSURANCE REVENUE

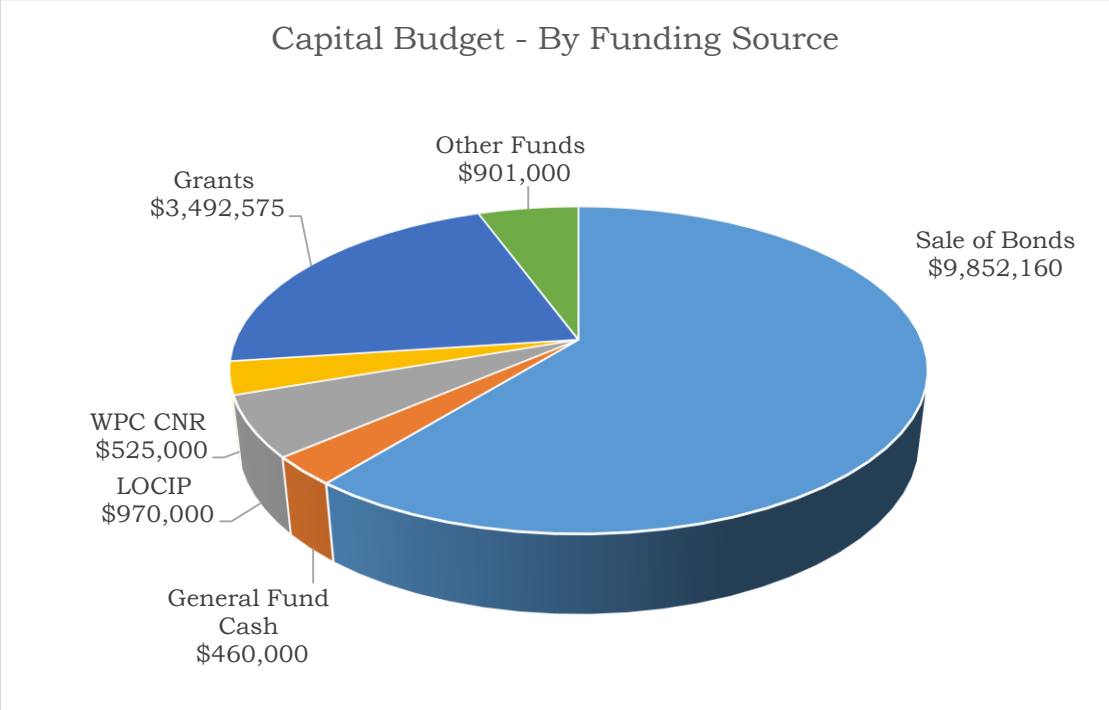
OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL REVENUE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
OPERATING TRANSFERS IN							
490001		GENERAL FUND	$3,153,000	$2,893,000	$2,893,000	$2,645,000	$2,645,000
490118		SEWER OPERATING & ASSESSMENT	90,000	79,200	79,200	79,200	79,200
490501		BOARD OF EDUCATION	492,000	431,000	431,000	650,000	650,000
		TOTAL OPERATING TRANSFERS IN	**$3,735,000**	**$3,403,200**	**$3,403,200**	**$3,374,200**	**$3,374,200**
MISCELLANEOUS/CONTRIBUTIONS							
454001		MISC/OTHER	$60,906	$0	$0	$0	$0
470008		WATER DEPARTMENT CONTRIBUTION	$22,866	$88,000	$88,000	$88,000	$88,000
		TOTAL MISCELLANEOUS/CONTRIBUTION	**$83,772**	**$88,000**	**$88,000**	**$88,000**	**$88,000**
INVESTMENT EARNINGS							
460000		INTEREST INCOME	$26,641	$20,000	$20,000	$20,000	$20,000
		TOTAL INVESTMENT EARNINGS	**$26,641**	**$20,000**	**$20,000**	**$20,000**	**$20,000**
		NEW WORKERS' COMP SELF-TOTAL	**$3,845,413**	**$3,511,200**	**$3,511,200**	**$3,482,200**	**$3,482,200**

119 NEW WORKERS' COMPENSATION- SELF INSURANCE EXPENDITURES

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
SALARIES							
516000		HEART & HYPERTENSION SALARIES	$399,699	$612,000	$612,000	$400,000	$400,000
		TOTAL SALARIES	**$399,699**	**$612,000**	**$612,000**	**$400,000**	**$400,000**
CONTRACTUAL SERVICES							
520930		HEART & HYPERTENSION BENEFITS	$208,454	$130,500	$130,500	$344,000	$344,000
531000		HEART & HYPERTENSION ADMIN	0	2,500	2,500	1,000	1,000
531150		ADMINISTRATIVE FEES	205,000	205,000	205,000	215,000	215,000
		TOTAL CONTRACTUAL SERVICES	**$413,454**	**$338,000**	**$338,000**	**$560,000**	**$560,000**
OTHER/MISCELLANEOUS							
586220		INDEMNITY	$702,843	$858,000	$858,000	$869,200	$869,200
586210		MEDICAL	975,599	1,288,200	1,288,200	1,195,000	1,195,000
586230		EXCESS INSURANCE	299,518	315,000	315,000	340,000	340,000
589155		STATE OF CONNECTICUT FEES	80,286	100,000	100,000	118,000	118,000
		TOTAL OTHER/MISCELLANEOUS	**$2,058,246**	**$2,561,200**	**$2,561,200**	**$2,522,200**	**$2,522,200**
		NEW WORKERS' COMP- TOTALS	**$2,871,399**	**$3,511,200**	**$3,511,200**	**$3,482,200**	**$3,482,200**

Capital Budget Summary
The 2019 Approved Capital Budget





The graphs illustrate the approved capital budget appropriation and funding sources for the 2019 Capital Budget of $16,200,735.

Capital Budget - (continued)

Overview

The Capital Improvement Plan (CIP) addresses the City's needs relating to the acquisition, renovation, and construction of facilities and systems. It consists of a ten-year plan, which identifies capital projects to be funded within the planning period.

The Capital Budget (CB) represents the first year of the Capital Improvement Plan. The primary difference between the CB and CIP is that the Capital Budget is a legal document that authorizes expenditures for specific projects for the life of the project. The CIP, on the other hand, includes the first year projects as well as nine years of future projects for which financing has not been secured or legally authorized. The "out years" of the CIP are not binding and, therefore, are subject to change.

Characteristics of Capital Expenditures

Despite their close interrelationship with the operational General Fund budget, capital expenditures have special characteristics that justify their inclusion in a separate Capital Budget. They include:

- Essential public purpose that enhances the quality of life in the City;
- Long useful life – capital facilities and equipment have a relatively long useful life, once capital expenditures are made, they cannot be easily modified;
- Infrequent and expensive – in their technical and physical nature, most capital projects involve large infrequent expenditures that must be made before the benefits are realized;
- Related to other government functions – capital investments made by the City to support infrastructure are interrelated and are a part of a system that provides the public with a set of goods or services;
- Local government's responsibility to provide capital expenditures – local governments shoulder the largest share of financial responsibility for providing, operating, and maintaining City infrastructure;
- To satisfy bond counsel legal requirements- all new appropriations approved with a debt service as the source of funding will have Bond Resolutions prepared by counsel for approval by the Board of Finance and Joint Board.

Legal Requirements

Connecticut General Statutes Section 8-24 requires all public improvement projects be referred to the Municipal Planning Commission for conformance with the approved plan of development before any specific action can be made by the community.

Section 8-24 states in part: "No municipal agency or legislative body shall locate, accept, abandon, widen, narrow or extend any street, bridge, parking or other public way, locate, acquire land for, abandon, sell or lease any airport, park, playground, school or other municipally owned property or public building, extend or locate any public housing project or redevelop, recondition or improve any specific area, or take action on any proposal involving the extent and location of public utilities and terminals whether publicly or privately owned, for water, sewerage, light, power, transit and other

Capital Budget - (continued)

purposes, until the proposal to take such action has been referred to the (Planning) Commission for a report".

The City of Bristol's Capital Budget (CB) and Capital Improvement Program (CIP) has a multiple approval process:

- Departments submit "departmental requests", usually approved by their respective oversight Boards, Agencies and/or Commissions.
- After review by the Comptroller's Office, the CB and the CIP are compiled and submitted to the 10 Year Capital Improvement Committee for discussion and preliminary approval.
- The Board of Finance holds a public hearing, reviews the CB and appropriates the available funding for the individual projects during the regular budget approval process.
- The Board of Finance and then the Joint Board adopts the CB at annual adoption meetings.
- The CB is then referred to the Planning Commission for approval under Section 8-24 of the Connecticut General Statutes.

The City prepares and approves its CB as part of the operating budget process for many years.

Bond Counsel and the City agreed to the following procedures to assist in the issuance of short and long term debt:

1. The City shall obtain all of the approvals necessary to authorize the issuance of debt as part of the Capital Budget approval process.
2. As part of the CB process, the City compiles and reviews the detailed information required to prepare the appropriation borrowing authorizations.
3. The City sends the detail information to Bond Counsel to draft the appropriations and bond resolutions. Ideally, the Bond Counsel appropriations and bond resolutions should be approved at the same time the Capital Budget is adopted.
5. The projects must be approved by the Planning Commission under Section 8-24 of the Connecticut General Statutes.
6. The project appropriations and bond resolutions must be approved by the Board of Finance and Joint Board.

Funding Sources

Limited City resources are available to fund requested capital projects. Among the major sources of funding that are considered are:

- Pay-as-you-go financing – costs are paid directly from current City revenues, such as taxes and/or accumulated fund balances and include general fund cash, equipment and building sinking fund, major bridge reserve and capital non-recurring funds;
- Grants – from other governments (Federal and State) including the LOCIP program;
- Loan proceeds - from other governments (Federal and State);
- Debt financing – external funding through the issuance of general obligation debt in the capital market.

Capital Budget - (continued)

There are no hard-and-fast rules for determining financing sources. These decisions are based on the characteristics (cost, timing, location) of the capital project, grant and/or other financing appropriations as well as on financial analytics (fiscal capacity, requirements for operating purposes, debt service, and limitations on the revenue system).

Project Scheduling

Urgency and feasibility dictate the initial field of projects for the Capital Budget. The end result is a listing of projects that can be reasonably financed, designed, constructed, and implemented.

Capital planning and budgeting is an essential element of City financial management. The Capital Budget as well as the Capital Improvement Program represents a framework for decision making. The Capital Budget and the Capital Improvement Program provide a forum to discuss and resolve what to build or buy, where and when to build or buy it, and how much to spend for it.

Capital Project Funds

The various Capital Project Funds used by the City to account for financial resources for the acquisition or construction of capital projects (other than those financed by Proprietary Funds or Trust Funds) are summarized below:

- **School Renovations Fund** – This fund is used for all school capital projects including construction, renovation, upgrades and replacements.

- **Capital Projects** – This fund is used to account for most City capital projects including road, bridge, building, flood control, sewer and sidewalk projects.

- **Capital and Nonrecurring Funds** – These funds are used for all projects not included in other funds and for Water Pollution Control (treatment plant facilities) projects.

Long-range Operating Financial Plans

The City's funding sources for its CIP are: (1) cash, by means of mill rate, (2) grants, (3) annual entitlement through the State LOCIP program,(4) the issuance of debt through General Obligation bonds and notes and (5) other sources.

The City's long-range financial plan includes various debt service alternatives, projections and limits. The plan also requires departments to identify and support the need for future capital projects and when each project is expected to come on-line by year for the next ten years. These procedures identify how much additional debt can be undertaken and at what time and what future funding may be needed for expected capital projects. This helps the City determine both the level of bonding as a funding source for CIP projects and the timing of issuance.

Capital Budget - (continued)

Capital Budget Highlights

The Capital Budget for 2019 of $16,200,735 is significant and diverse. The array of projects range from typical infrastructure projects such as road reclamation or reconstruction and school roof replacement to a complete renovation of the historic Page Park Pool and Bathhouse and a project to capture all costs associated with the relocation or renovation of the City Hall Office building.

In terms of dollars, approved Board of Education projects totaling $5,890,735 include $3,597,160 to replace the HVAC system at the Southside School and $2,043,575 to replace the roof at Stafford School.

Public Works has twelve projects totaling $5,075,000, the largest of which is $1,800,000 to replace the Louisiana Avenue Bridge. Three other bridges have been approved for replacement. Public Works expects to receive $2,064,000 in federal and state grants for bridge replacements.

For some time, the City has been looking at alternatives for its City Hall Office building including both alternative locations and a complete renovation of the existing building. For 2019, a project to capture all related costs in one place has been created and funding for 2019 of $350,000 was approved.

The Page Park Pool and Bathhouse was built approximately 70 years ago and has always had a high level of activity and use. Time has also taken a toll on the facility. Based on a recent site analysis, structural, mechanical and programmatic needs were identified and prompted the decision by the Parks Department Board of Commissioners to renovate the pool and bathhouse to enhance the facility and extend its life. Total cost of the project approved for 2019 is $3,000,000, of which $500,000 is being funded by Park Trust Funds.

The Fire Department continues to align its requests for vehicles with its long term vehicle replacement plan and for 2019, $1,400,000 has been approved for a new tower-ladder truck.

At the Water Pollution Control facility renovation of existing concrete treatment tanks is planned at a cost of $225,000 as well as $300,000 for the engineering costs of a $7,670,000 project for a relief sewer to parallel the Coppermine Brook collection system. Both projects were approved for 2019 and the WPC CNR will provide the 2019 funding for both of these projects.

Capital Budget - (continued)

Impact of 2019 Capital Budget On Operating Budget and Future

The operating budget is directly impacted by the Capital Budget and its project components. The 2019 budget has nine projects approved for bonding for a total of $9,852,160. In the following chart, estimated debt principal payments are shown for the 2019 projects to be funded by bonding. The principal payments assume that long term debt would be issued for 15 years.

Departments are asked to assess the impact new projects may have on future operating costs. Not all projects will have quantitative measurements even if the expected result is greater efficiency or effectiveness and some projects may be undertaken because they increase the safety of City employees and/or residents. The 2019 Capital Budget includes projects for better energy efficiency or reduced maintenance costs. The respective City departments have determined such savings and are presented in the aforementioned chart.

FY 2019 Capital Budget			Annual Operating Budget Impact			
Project	**Current Appropriation**	**Total Project Appropriation**	**Personnel Services**	**Other Operating Costs**	**Debt Service Cost****	**Total**
Public Works						
WPC Relief Sewer (Frederick Street to Farmington Avenue)	$300,000	$7,670,000				
WPC Renovation of Existing Concrete Treatment Tanks	$225,000	$225,000				
Pequabuck River Conduit Modifications	$330,000	$380,000				
Louisiana Avenue Bridge	$1,800,000	$4,500,000			$24,000	$24,000
Main Line Storm Damage - Huntington Woods Detention Pond	$220,000	$220,000				
Residential Sidewalk Repair Program	$300,000	$300,000				
Mellen Street Bridge	$380,000	$3,180,000				
East Street Bridge	$400,000	$3,400,000				
New Hampshire Drive Reclamation	$140,000	$140,000				
Reconstruction of Wolcott Street	$130,000	$1,330,000			$8,667	$8,667
Lake Avenue Bridge	$140,000	$840,000			$9,333	$9,333
Rockwell Avenue Reclamation	$210,000	$210,000				
City Hall Unit Heater/AC Perimeter Replacement	$675,000	$675,000			$45,000	$45,000
City Hall Office Building Program	$350,000	$20,350,000			$23,333	$23,333
Subtotal Public Works	**$5,600,000**	**$43,420,000**	**$0**	**$0**	**$110,333**	**$110,333**
Parks						
Dennis Malone Aquatic Center Renovations	$100,000	$100,000		($6,000)		
Page Park Pool and Bathhouse Renovations	$3,000,000	$3,000,000		($25,000)	$166,667	$141,667
Subtotal Parks	**$3,100,000**	**$3,100,000**	**$0**	**($31,000)**	**$166,667**	**$141,667**
Board of Education						
Southside HVAC System Upgrade	$3,597,160	$3,597,160			$239,811	$239,811
Stafford School Roof	$2,043,575	$2,043,575			$46,667	$46,667
Hot Water Heater Replacements - BEHS/BCHS	$250,000	$250,000		($6,000)		
Subtotal Board of Education	**$5,890,735**	**$5,890,735**	**$0**	**($6,000)**	**$286,477**	**$286,477**
Fire Department						
Apparatus Replacement	$1,400,000	$1,400,000		$0	$93,333	$93,333
Subtotal Fire Department	**$1,400,000**	**$1,400,000**	**$0**	**$0**	**$93,333**	**$93,333**
City Clerk						
Vault Expansion	$210,000	$225,000		$0		
Subtotal City Clerk	**$210,000**	**$225,000**	**$0**	**$0**	**$0**	**$0**
Total	**$16,200,735**	**$54,035,735**	**$0**	**($37,000)**	**$656,811**	**$631,811**

** Cost for Debt service is estimated on a 15 year bond issue and only includes principal payments. This does not include debt that is coming off prior projects. This estimate is included for illustrative purposes only.

Capital Budget - (continued

Project Profiles

Individual project profiles which have funds appropriated in fiscal year 2019 are presented below.

Project Number: 19-1 **Project Name: Town Clerk Vault Expansion**
Purpose: Expand undersized Town Clerk land record vault.
Funding Source: Grants **Project Appropriations**: $210,000 FY 2019, Total Cost $225,000

Project Number: 19-3 **Project Name: Southside School HVAC System Upgrade**
Purpose: Total revamp of the existing HVAC system at Southside School, which was built in 1974.
Funding Source: Bonding **Project Appropriations**: $3,597,160 FY 2019, Total Cost $3,597,160

Project Number: 19-4 **Project Name: Stafford School Roof Replacement**
Purpose: The current roof is 32 years old (warranty expired 12 years ago) and is in need of replacement.
Funding Source: Bonding and State Grant **Project Appropriations**: $2,043,575 FY 2019, Total Cost $2,043,575

Project Number: 19-5 **Project Name: Dennis Malone Aquatic Center Renovations**
Purpose: The Dennis Malone Aquatic Center is 30 years old and is in need of certain building renovations, updates and replacements.
Funding Source: LOCIP **Project Appropriations**: $100,000 FY 2019, Total Cost $100,000

Capital Budget - (continued

Project Number: 19-6 **Project Name: Page Park Pool and Bathhouse Renovations**	
Purpose: Page Park Pool and Bathhouse is a 70 year old structure which, based on a current site analysis, has structural, mechanical and programmatic needs. The Board of Park Commissioners seeks to renovate the pool and bathhouse to extend the life of the facility another 20 years and enhance the facility.	
Funding Source: Bonding and Trust Funds	
Project Appropriations:	$3,000,000 FY 2019, Total Cost $3,000,000

Project Number: 19-8 **Project Name: Apparatus Replacement**	
Purpose: Align apparatus replacement schedule with the current and future needs of the Fire Department.	
Funding Source: Bonding	
Project Appropriations:	$1,400,000 FY 2019, Total Cost $1,400,000

Project Number: 19-10 **Project Name: Relief Sewer (Frederick Street to Farmington Avenue)**	
Purpose: This project is for the design for a new sanitary sewer to parallel the aging main sewer system and which will also improve the capacity and reliability along the Coppermine Brook collection system.	
Funding Source: WPC CNR	
Project Appropriations:	$300,000 FY 2019, Total Cost $7,670,000

Project Number: 19-11 **Project Name: Renovation of Existing Concrete Treatment Tanks**	
Purpose: Rehabilitate existing aeration and clarifier tanks to maintain the operational integrity of aging treatment system tanks.	
Funding Source: WPC CNR	
Project Appropriations:	$225,000 FY 2019, Total Cost $225,000

Capital Budget - (continued

Project Number: 19-12 **Project Name: Pequabuck River Conduit Modifications (West End Retaining Wall)**
Purpose: Reconstruction of the existing retaining wall, which has failed due to an undermined foundation and which is an existing hazard. The new wall will eliminate the existing hazard, will prevent river blockage and resultant flooding and will be designed to accommodate potential Pequabuck River conduit modifications.
Funding Source: LOCIP **Project Appropriations**: $330,000 FY 2019, Total Cost $380,000

Project Number: 19-13 **Project Name: Louisiana Avenue Bridge Replacement**
Purpose: Replace the existing bridge, which has been rated as structurally deficient by the DOT. The center pier of the existing bridge will be eliminated and existing potable water and sanitary sewers will be replaced.
Funding Source: Bonding and Grants **Project Appropriations**: $1,800,000 FY 2019, Total Cost $4,500,000

Project Number: 19-14 **Project Name: Main Line Storm Drainage-Huntington Woods Detention Pond**
Purpose: This project will replace a failing 60" storm drain located under the City's detention pond at Huntington Woods to protect the integrity and stability of the City's storm water management system.
Funding Source: LOCIP **Project Appropriations**: $220,000 FY 2019, Total Cost $220,000

Project Number: 19-15 **Project Name: Residential Sidewalk Repair Program**
Purpose: By City Ordinance, property owners are responsible for sidewalk maintenance. This program provides financial assistance to residential property owners for the replacement of damaged roadway sidewalks. Funding is not available to commercial properties.
Funding Source: LOCIP and Resident Cost Sharing **Project Appropriations**: $300,000 FY 2019, Total Cost $300,000

Capital Budget - (continued)

Project Number: 19-16 **Project Name: Mellen Street Bridge Replacement**
Purpose: Replace the existing bridge, which has been rated as structurally deficient by the DOT.
Funding Source: Grants and Other **Project Appropriations**: $380,000 FY 2019, Total Cost $3,180,000

Project Number: 19-17 **Project Name: East Street Bridge Replacement**
Purpose: Replace the existing bridge, which has been rated as structurally deficient by the DOT.
Funding Source: Grants and Other **Project Appropriations**: $400,000 FY 2019, Total Cost $3,400,000

Project Number: 19-19 **Project Name: New Hampshire Drive Reclamation**
Purpose: Reconstruct the existing roadway including installing bituminous pavement, curbing, driveway aprons, and loam and seed. Repair drainage systems, as necessary.
Funding Source: LOCIP **Project Appropriations**: $140,000 FY 2019, Total Cost $140,000

Project Number: 19-20 **Project Name: Wolcott Street Reconstruction**
Purpose: Engineering design to improve roadway conditions of Wolcott Street (Wolcott Street to Witches Rock Road).
Funding Source: Bonding **Project Appropriations**: $130,000 FY 2019, Total Cost $1,330,000

Project Number: 19-22 **Project Name: Lake Avenue Bridge Replacement**
Purpose: Replace the existing bridge across Cussgutter Creek, which has been rated as structurally deficient by the DOT.
Funding Source: Bonding **Project Appropriations**: $140,000 FY 2019, Total Cost $840,000

Capital Budget - (continued)

Project Number: 19-23 **Project Name: Rockwell Avenue Reclamation**	
Purpose: Reconstruct the existing roadway (Divinity Street to Pierce Street) including installing bituminous pavement, curbing, driveway aprons, and loam and seed. Repair drainage systems, as necessary.	
Funding Source: General Fund Cash	
Project Appropriations:	$210,000 FY 2019, Total Cost $210,000

Project Number: 19-24 **Project Name: City Hall Unit Heater/AC Perimeter Replacement**	
Purpose: Engineering design and replacement of the aged City Hall HVAC perimeter units and ductwork.	
Funding Source: Bonding	
Project Appropriations:	$675,000 FY 2019, Total Cost $675,000

Project Number: 19-25 **Project Name: City Hall Office Building Program**	
Purpose: This project will encompass all costs associated with the evaluation of the City Hall facility alternatives. Such costs may include consultant support, architectural, engineering (including electrical, mechanical and structural), environmental and construction management services.	
Funding Source: Bonding	
Project Appropriations:	$350,000 FY 2019, Total Cost $20,350,000

Project Number: 19-26 **Project Name: Hot Water Heater Replacements - BEHS/BCHS**	
Purpose: Replace hot water heaters at both City high schools.	
Funding Source: General Fund Cash	
Project Appropriations:	$250,000 FY 2019, Total Cost $250,000

Capital Budget - (continued)

CITY OF BRISTOL 2018-2019 CAPITAL BUDGET
10 YEAR CAPITAL IMPROVEMENT COMMITTEE - MARCH 19, 2018 APPROVED
BOARD OF FINANCE - MAY 2, 2018 APPROVED JOINT BOARD APPROVED - MAY 21, 2018

			---------- REQUEST----------			----------FUNDING SOURCE----------						
1	2	3	4	5	6	7	8	9	10	11	12	13
Project #	Department	Project Name	Project Cost	Prior Approp.	2018/2019 Request	2018/2019 Bonding	2018/2019 General Fund Cash	2018/2019 LOCIP	2018/2019 WPC CNR	2018/2019 Grants	2018/2019 Other Sources*	Future Costs
19-1	City Clerk	Town Clerk Vault Expansion	225,000	15,000	210,000					85,000	125,000	0
19-3	BOE	South Side School - HVAC System Upgrade	3,597,160		3,597,160	3,597,160						0
19-4	BOE	Stafford School Roof Replacement/Repointing	2,043,575		2,043,575	700,000				1,343,575		0
19-5	Parks	Dennis Malone Aquatic Center Renovations	100,000		100,000			100,000				0
19-6	Parks	Page Park Pool & Bathhouse Renovations	3,000,000		3,000,000	2,500,000					500,000	0
19-8	Fire	Apparatus Replacement	1,400,000		1,400,000	1,400,000						0
19-10	WPC	Relief Sewer (Frederick St to Farmington Ave)	7,670,000		300,000				300,000			7,370,000
19-11	WPC	Renovation of Existing Concrete Treatment Tanks	225,000		225,000				225,000			0
19-12	Public Works	Pequabuck River Conduit Modifications (West End Retaining Wall)	380,000	50,000	330,000			330,000				0
19-13	Public Works	Louisiana Avenue Bridge Replacement	4,500,000	2,700,000	1,800,000	360,000				1,440,000		0
19-14	Public Works	Main Line Storm Drainage - Huntington Woods Detention Pond	220,000		220,000			220,000				0
19-15	Public Works	Residential Sidewalk Repair Program	300,000		300,000			180,000			120,000	0
19-16	Public Works	Mellen Street Bridge Replacement	3,180,000		380,000					304,000	76,000	2,800,000
19-17	Public Works	East Street Bridge Replacement	3,400,000		400,000					320,000	80,000	3,000,000
19-19	Public Works	New Hampshire Drive Reclamation	140,000		140,000			140,000				0
19-20	Public Works	Reconstruction of Wolcott Street	1,330,000		130,000	130,000						1,200,000
19-22	Public Works	Lake Avenue Bridge Replacement	840,000		140,000	140,000						700,000
19-23	Public Works	Rockwell Avenue Reclamation	210,000		210,000		210,000					0
19-24	Public Works	City Hall Unit Heater/AC Perimeter Replacement	675,000		675,000	675,000						0
19-25	Public Works	City Hall Office Building Program	20,350,000		350,000	350,000						20,000,000
19-26	BOE	Hot Water Heater Replacements - BEHS/BCHS	250,000		250,000		250,000					0
			$54,035,735	**$2,765,000**	**$16,200,735**	**$9,852,160**	**$460,000**	**$970,000**	**$525,000**	**$3,492,575**	**$901,000**	**$35,070,000**

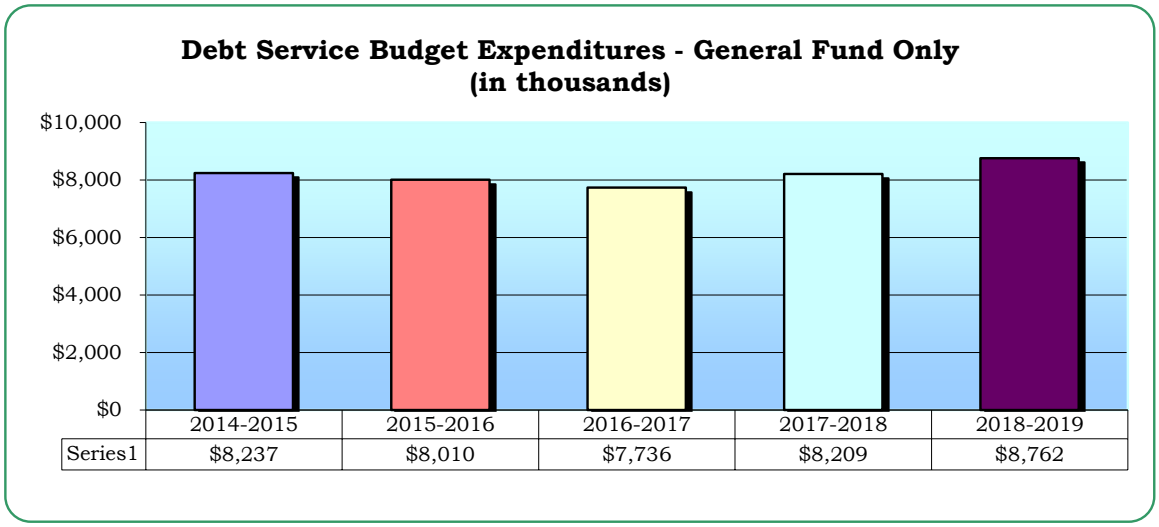
DEBT MANAGEMENT

ORGCODE	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
DEBT1019	LONG TERM DEBT PRINCIPAL PAYMENT	$6,164,000	$6,119,000	$6,119,000	$6,192,000	$6,192,000
DEBT1019	LONG TERM DEBT INTEREST PAYMENT	1,897,978	2,381,283	2,381,283	2,682,730	2,682,730
DEBT1019	SHORT TERM DEBT PRINCIPAL PAYMENT	0	0	0	0	0
DEBT1019	SHORT TERM DEBT INTEREST PAYMENT	42,031	125,000	125,000	163,000	163,000
TOTAL DEBT SERVICE		**$8,104,009**	**$8,625,283**	**$8,625,283**	**$9,037,730**	**$9,037,730**

Program Summary

Debt consists primarily of bonds (long term debt), capital loan obligations (long term debt) and bond anticipation notes (short term debt). Bonds are issued to permanently finance general purpose and school projects; notes are issued to provide temporary financing for general purpose projects. The debt service fund was created to account for expenditures and related payments made by the City for principal and interest payments for short and long-term debt. The debt service fund is not a budgetary fund. Deposits to the debt service fund are in the form of operating transfers out from the general fund or other Special Revenue Funds.

Shown below are the expenditures in the debt service fund during the past five fiscal years, excluding Water Pollution payments.



Debt Management (continued)

Program Commentary

Capital infrastructure is essential to all municipalities large and small. The amounts budgeted and expended for debt service have a direct relationship to the City's strategies for financing capital improvements. It is important to prepare a short-term and a long-term plan for the replacement and/or addition of City infrastructure and fixed assets and to estimate available funding sources. To implement both plans (short and long-term), the City prepares a Capital Improvement Program (CIP). The CIP is a multi-year plan that identifies capital projects to be funded during the planning period. This represents the City's long-term infrastructure plan. The City also approves a Capital Budget, which represents the first year of the CIP. The Capital Budget, described beginning on page 343, is the City's annual appropriation for capital spending and is legally adopted by the City.

The City uses a policy of providing a mix of current revenues, state and federal grants, intergovernmental contributions, and bond proceeds to fund its capital projects.

Bond Rating

The Government Finance Officers Association (GFOA) Elected Official's Guide to Rating Agency Presentations describes a **bond rating** as an independent assessment of the relative credit risk associated with purchasing and holding a particular bond, and the likelihood that the obligation will be repaid. The rating focuses on the City's ability and willingness to make full and timely payments. The City of Bristol uses the services of three rating agencies: Moody's Investors Service, Standard & Poor's Ratings Service, and Fitch Inc.

In assigning a credit rating, the rating agency will focus on four primary factors: economic base (tax base/demographics), financial performance (financial position/changes in financial position), debt management (total debt/ability to pay) and administration (organization/authority).

Below is a chart showing the City of Bristol's bond ratings for recent bond issues.

CITY OF BRISTOL BOND ISSUE RATINGS

Issue Date	Amount	Moody's Rating	Standard & Poor's Rating	Fitch
November 9, 2017	$25,435,000		AA+	
May 30, 2017	$21,130,000	Aa2	AA+	AAA
November 17, 2015	$7,310,000		AA+	
August 24, 2011	$23,395,000	Aa2	AA+	AA

Bond ratings above an A indicate the bonds are rated high, very high or are best quality, as the rating increases, and indicates a very strong capacity to pay.

Debt Management (continued)

Recent Debt Service Issuances

The City's most recent long term debt issuances were; November 9, 2017 (refunding), with a total of $25,435,000 issued to refund outstanding debt related to the 2011 general obligation issue; May 30, 2017, with a total of $21,130,000 issued; November 17, 2015, with a total of $7,310,000 issued; and June 15, 2011, with a total of $40,400,000 issued.

Capital Projects

A detailed explanation of approved Capital Projects for the upcoming year to be funded, in part, by debt issuance may be found behind the Capital Budget Summary tab of this document. The City issued $21,130,000 in long-term bonds in May 2017. Proceeds of $17,739,000 for general improvement were used to renovate Fire Station #4, to construct two synthetic athletic fields, for improvements at Muzzy Field and for various other public works projects and $3,391,000 was used for three school roof replacements and other school projects.

Current Debt Service Budget

The City has budgeted $8,900,000 for existing debt service obligations in the 2018-2019 general fund budget. This amount fully funds the City of Bristol's debt service principal and interest payments on outstanding obligations. Also included is $300,000 in estimated short term and long term interest for a debt issuance activity anticipated during FY 2019. The Water Pollution Control budget found in the Special Revenue tab of this document contains the remaining funds of $137,730 for its portion of debt service from the November 9, 2017 refunding issue. A detail listing of all outstanding bonds, long-term notes and Clean Water loans as of July 1, 2018 can be found on page 365.

Capital Project Loan Obligations

The City entered into Project Loan and Project Grant Agreements from 2002 through 2016 with the State of Connecticut Department of Energy and Environmental Protection (DEEP) at an annual rate of 2%. The purpose of the loans was for Water Pollution Control upgrades to existing sewer lines to reduce flow volume into the wastewater treatment plant.

These obligations are being repaid monthly through sewer user fees within the Water Pollution Control Capital Non-Recurring Fund.

Clean Water Loans are included in the Long Term Debt Schedule shown on page 361.

The City entered into a Project Loan and Project Grant Agreement (640-DC) with the State Clean Water Fund (DEEP) to upgrade its Water Pollution Control Facility to be able to reduce phosphorus compounds in its effluent discharge. The Project Loan shall equal eligible project costs through the project scheduled completion date of not later than September 30, 2018, less the Project Grant (not to exceed $7,440,019) up to an amount of $7,781,601. When executed, the Project Loan shall be payable in monthly installments including interest at 2% per annum through a maturity date of not less than twenty (20) years from the scheduled completion date. The project has been completed and Project Loan and Project Grant amounts are being finalized. At July 1, 2018, interim financing provided by DEEP totaled $7,221,337. No principal or interest payments are required prior to the execution of the Project Loan.

Debt Management (continued)

Bond Anticipation Notes

Bond Anticipation Notes are issued to provide temporary financing for general purpose projects. The tax exempt General Obligation Notes of $3,400,000 issued on May 30, 2017 financed nine capital projects. In May 2018, these notes were part of a new note issuance of $11,800,000 due October 25, 2018, the additional proceeds of which financed eleven projects.

On October 19, 2017, taxable notes of $4,000,000 were rolled over and will mature July 18, 2018. It is expected that sometime during fiscal year 2019, these notes will be included in a new $8,500,000 taxable note. The projects covered by the taxable notes are the Centre Mall Purchase/Legal, $3,385,000 and Centre Mall Demolition/Abatement, $615,000, totaling $4,000,000 and various other projects not eligible for tax exempt financing totaling approximately $4,500,000.

Debt Policy

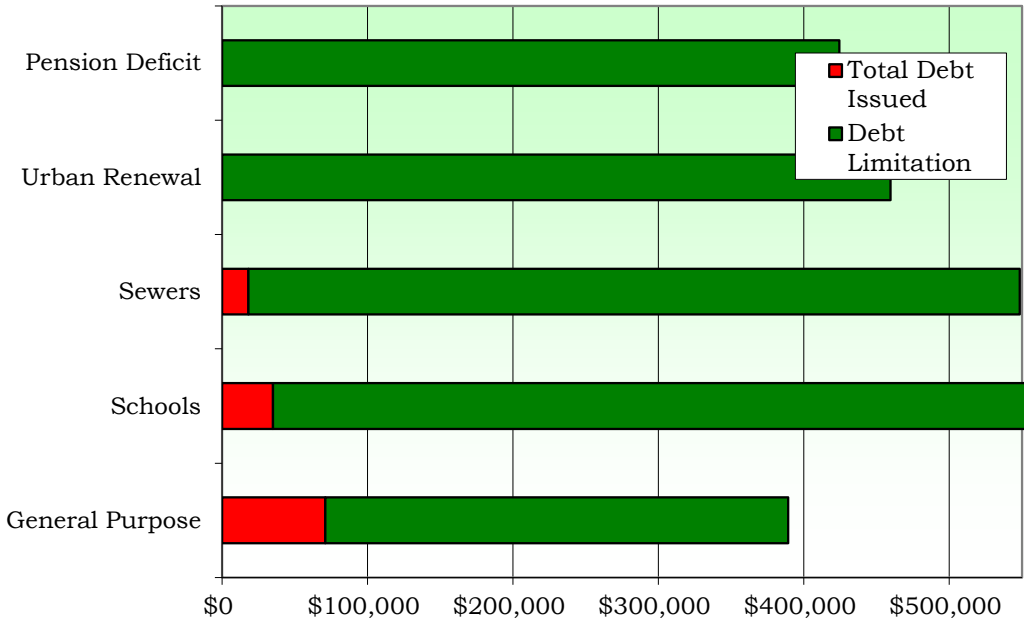
The City adopted a debt policy in 2001 that can be found behind the Policy Initiatives tab of this document. City officials recognize that the City's 10-year Capital Improvement Program (CIP) is dependent upon debt service for funding but have preferred historically not to issue new debt annually.

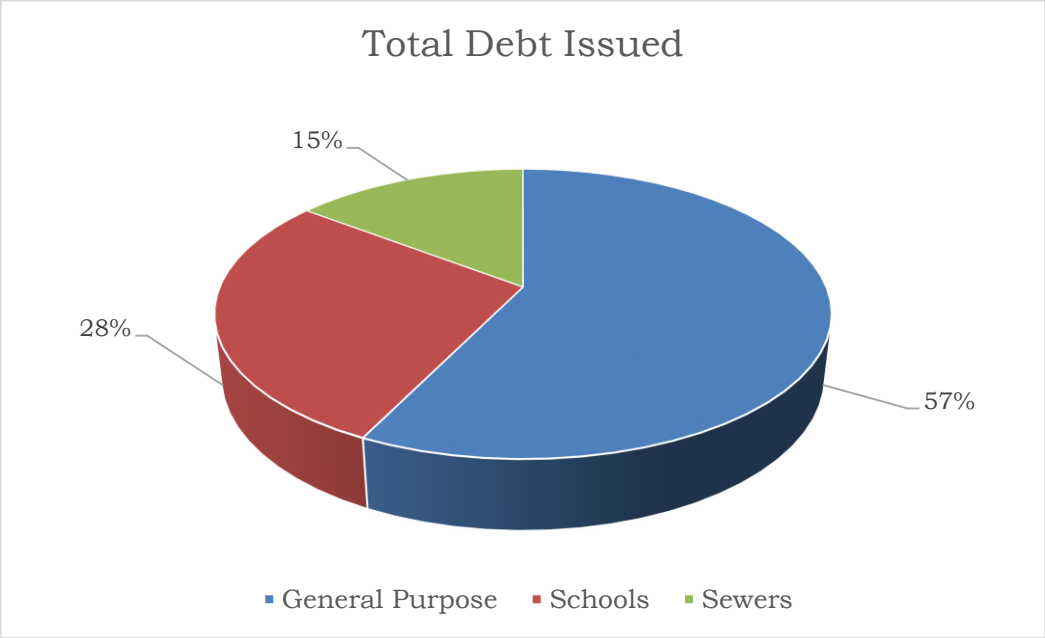
The City issues debt only for projects included in the Capital Improvement Program and approved in the capital improvement budget. Before doing so, the City reviews the status of previously approved projects, develops information for new projects, and examines capital project alternatives. Debt levels are carefully analyzed to assess how much borrowing to allow. Taken into consideration are environmental factors such as community needs and resources; external economic conditions; financial factors, such as expected year-end operating position, financial condition, proposed debt structure, market conditions, and fund balance levels; as well as statistical benchmarks known to be considered by rating agencies. Used in combination, these factors help the current debt service decision-making process.

Connecticut municipalities fall under state laws to keep debt issuances within statute-provided limits. While these authorized versus issued limits are set reasonably high, the City's total debt outstanding is well below these limits. Shown below is a graphical representation of the debt limitation imposed by the State of Connecticut and the actual debt authorized by the City of Bristol.

Debt Management (continued)

Debt Limitation vs. Actual Debt Issued (in thousands)





Debt Issued by Category

The charts above are from the Schedule of Debt Limitation as of June 30, 2017 found on the next page.

Debt Management (continued)

SCHEDULE OF LEGAL DEBT LIMITATION

State of Connecticut general statutes indicate that ***in no case shall total indebtedness exceed seven times annual receipts from taxation.***

The following table shows the City of Bristol Debt Limitation and actual debt authorized in the five major categories: General Purpose, Schools, Sewers, Urban Renewal and Pension Deficit. The table clearly indicates that Bristol is well below the statutory requirements for debt issuance.

Schedule of Debt Limitation
June 30, 2017

Total Fiscal Year 2017 tax collections (taxes, interest and fees)	$ 141,428,000
Tax Relief for the Elderly - Freeze	3,000
Base for establishing debt limit	$ 141,431,000

	General Purpose	Schools	Sewers	Urban Renewal	Pension Funding	Total
Debt Limitation:						
2 1/4 times base	$ 318,219,750	$ -	$ -	$ -	$ -	$ 318,219,750
4 1/2 times base	-	636,439,500	-	-	-	636,439,500
3 3/4 times base	-	-	530,366,250	-	-	530,366,250
3 1/4 times base	-	-	-	459,650,750	-	459,650,750
3 times base	-	-	-	-	424,293,000	424,293,000
Total debt limitation	318,219,750	636,439,500	530,366,250	459,650,750	424,293,000	2,368,969,250
Debt, as defined by Statute:						
Bonds and notes payable	38,195,000	28,410,000	6,152,691	-	-	72,757,691
Bond anticipation notes payable	7,400,000	-	-	-	-	7,400,000
Bonds authorized and unissued	26,865,762	84,076,015	19,370,967	-	-	130,312,744
State grant commitments	(1,573,865)	(77,626,500)	(7,440,019)	-	-	(86,640,384)
Total indebtedness	70,886,897	34,859,515	18,083,639	-	-	123,830,051
Debt limitation in excess of outstanding and authorized debt	$ 247,332,853	$ 601,579,985	$ 512,282,611	$ 459,650,750	$ 424,293,000	$ 2,245,139,199

Note: In no event shall total debt exceed seven times annual receipts from taxation. The maximum permitted under this formula would be $990,017,000.

Debt Management (continued)

Budget Highlights

DEBT **LONG TERM DEBT- PRINCIPAL**

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
LONG TERM DEBT- PRINCIPAL							
588111		SCHOOL DEBT	$3,023,000	$2,988,000	$2,988,000	$2,420,000	$2,420,000
588112		GENERAL IMPROVEMENT	2,856,000	2,848,000	2,848,000	3,645,000	$3,645,000
588115		SEWER OPERATING DEBT	285,000	283,000	283,000	127,000	$127,000
		TOTAL LONG TERM DEBT PRINCIPAL	**$6,164,000**	**$6,119,000**	**$6,119,000**	**$6,192,000**	**$6,192,000**
		TOTAL LONG TERM DEBT PRINCIPAL	**$6,164,000**	**$6,119,000**	**$6,119,000**	**$6,192,000**	**$6,192,000**

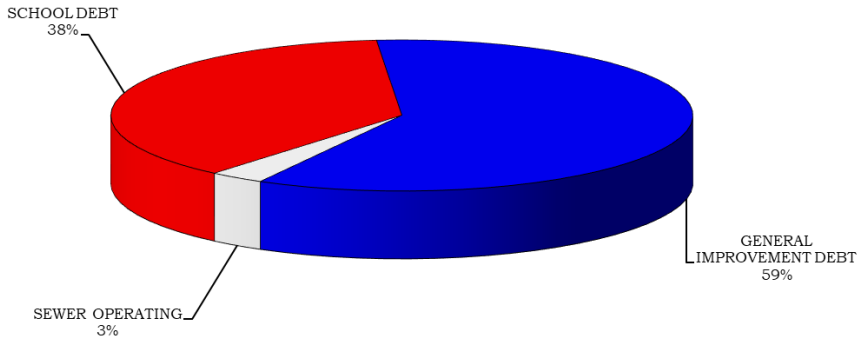
DEBT **LONG TERM DEBT- INTEREST**

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
LONG TERM DEBT INTEREST							
588121		SCHOOL DEBT	$930,445	$945,640	$945,640	$968,705	$968,705
588122		GENERAL IMPROVEMENT	826,205	1,302,845	$1,302,845	1,565,565	$1,565,565
588125		SEWER OPERATING DEBT	141,328	132,798	$132,798	148,460	$148,460
		TOTAL LONG TERM DEBT INTEREST	**$1,897,978**	**$2,381,283**	**$2,381,283**	**$2,682,730**	**$2,682,730**
		TOTAL LONG TERM DEBT INTEREST	**$1,897,978**	**$2,381,283**	**$2,381,283**	**$2,682,730**	**$2,682,730**

DEBT **SHORT TERM DEBT INTEREST**

OBJECT	PROJECT	DESCRIPTION	2017 ACTUAL EXPENDITURE	2018 ORIGINAL BUDGET	2018 REVISED BUDGET	2019 BUDGET REQUEST	2019 JOINT BOARD
DEBT SERVICE TRANSFER OUT							
588122		GENERAL IMPROVEMENT DEBT- INTEREST	$42,031	$125,000	$125,000	$163,000	$163,000
		TOTAL DEBT SERVICE TRANSFER OUT	**$42,031**	**$125,000**	**$125,000**	**$163,000**	**$163,000**
		TOTAL DEBT SERVICE TRANSFER OUT	**$42,031**	**$125,000**	**$125,000**	**$163,000**	**$163,000**

DEBT SUMMARY (PRINCIPAL AND INTEREST) 2018-2019



The graph illustrates three categories for long-term debt service for FY 2018-2019. As shown in accompanying graph, long-term debt service payments for schools will account for 38% or $3,388,705 of the long-term debt service payments; general improvement debt is 59% or $5,373,565 and sewer operating debt is 3% or $275,460.

Debt Management (continued)

Shown below are debt service schedules which indicate each principal and interest payment by bond issuance year.

DEBT — CITY OF BRISTOL, CONNECTICUT — FISCAL YEAR 2018-19 BUDGET — EXPENDITURE ESTIMATE DETAIL -- GENERAL FUND — FUNCTION:DEBT SERVICE

LONG TERM DEBT PRINCIPAL PAYMENTS

1 INT. RATE	2 PRINCIPAL PAYMENTS: DESCRIPTION	3 PMT/ #TTL 2018-19	4 PRIOR YEAR EXPENDED 2016-17	5 ADOPTED BUDGET 2017-18	6 REVISED ESTIMATE 2017-18	7 BUDGET REQUEST 2018-19	8 APPROVED BUDGET 2018-19
	SCHOOL BONDS - '05		$ -	$ -	$ -	$ -	$ -
	SCHOOL BONDS - '09		25,000	-	-	-	-
3.45	SCHOOL BONDS - '11		1,345,000	1,345,000	1,345,000	-	-
3.00	SCHOOL REFUNDING '11	4/9	691,000	693,000	693,000	693,000	693,000
2.25	SCHOOL REFUNDING (11) '17	2/14	-	-	-	601,000	601,000
3.06	SCHOOL REFUNDING '15	6/9	962,000	950,000	950,000	930,000	930,000
3.00v	SCHOOL BONDS - '17	1/17	-	-	-	196,000	196,000
588111	TOTAL SCHOOL BONDS		**3,023,000**	**2,988,000**	**2,988,000**	**2,420,000**	**$ 2,420,000**
3.12	IMPROVEMENT - '09		$ -	$ -	$ -	$ -	$ -
3.45	IMPROVEMENT - '11		455,000	455,000	455,000	-	-
3.00	IMPROVEMENT REFUNDING '11	4/9	1,871,000	1,873,000	1,873,000	1,873,000	1,873,000
2.25	IMPROVEMENT REFUNDING '17	2/14	-	-	-	203,000	203,000
3.06	IMPROVEMENT REFUNDING '15	2/8	530,000	520,000	520,000	520,000	520,000
3.00v	IMPROVEMENT - '17	1/17	-	-	-	1,049,000	1,049,000
588112	TOTAL GEN'L IMPROVEMENT		**$ 2,856,000**	**$ 2,848,000**	**$ 2,848,000**	**$ 3,645,000**	**$ 3,645,000**
3.45	SEWER BONDS - '11		$ 285,000	$ 283,000	$ 283,000	$ -	$ -
3.00v	SEWER BONDS REFUNDING '17	2/14	-	-	-	127,000	127,000
588115	SEWER-OPERATING		**$ 285,000**	**$ 283,000**	**$ 283,000**	**$ 127,000**	**$ 127,000**
	TOTAL LONGTERM DEBT PRINCIPAL		**$ 6,164,000**	**$ 6,119,000**	**$ 6,119,000**	**$ 6,192,000**	**$ 6,192,000**

DEBT — CITY OF BRISTOL, CONNECTICUT — FISCAL YEAR 2018-19 BUDGET — EXPENDITURE ESTIMATE DETAIL -- GENERAL FUND — FUNCTION: DEBT SERVICE

LONG TERM DEBT INTEREST PAYMENTS

1 INT. RATE	2 INTEREST PAYMENTS: DESCRIPTION	3 PRIOR YEAR EXPENDED 2016-17	4 ADOPTED BUDGET 2017-18	5 REVISED ESTIMATE 2017-18	6 BUDGET REQUEST 2018-19	7 APPROVED BUDGET 2018-19
	SCHOOL BONDS - '05	$ -	$ -	$ -	$ -	$ -
	SCHOOL BONDS - '09	-	-	-	-	-
3.45	SCHOOL BONDS - '11	668,940	628,590	628,590	-	-
3.00	SCHOOL REFUNDING '11	185,080	157,400	157,400	129,680	129,680
2.25	SCHOOL REFUNDING (11) '17	-	-	-	702,680	702,680
3.06	SCHOOL REFUNDING '15	76,425	47,120	47,120	18,920	18,920
3.00v	SCHOOL BONDS - '17	-	112,530	112,530	117,425	117,425
588121	TOTAL SCHOOL BONDS	**$ 930,445**	**$ 945,640**	**$ 945,640**	**$ 968,705**	**$ 968,705**
3.12	IMPROVEMENT - '09	$ 147,230	$ -	$ -	$ -	$ -
3.45	IMPROVEMENT - '11	226,065	212,415	212,415	-	-
3.00	IMPROVEMENT REFUNDING '11	452,910	378,030	378,030	303,110	303,110
2.25	IMPROVEMENT REFUNDING '17	-	-	-	237,330	237,330
3.06	IMPROVEMENT REFUNDING '15	-	126,180	126,180	110,580	110,580
3.00v	IMPROVEMENT - '17	-	586,220	586,220	614,545	614,545
	IMPROVEMENT - 2019 TBD				300,000	300,000
588122	TOTAL GEN'L IMPROVEMENT	**$ 826,205**	**$ 1,302,845**	**$ 1,302,845**	**$ 1,565,565**	**$ 1,565,565**
3.45	SEWER BONDS - '11	$ 141,328	$ 132,798	$ 132,798	$ -	.
3.00v	SEWER BONDS REFUNDING '17				$ 148,460	$ 148,460
588125	SEWER-OPERATING	**$ 141,328**	**$ 132,798**	**$ 132,798**	**$ 148,460**	**$ 148,460**
	LONG TERM DEBT INTEREST	**$ 1,897,978**	**$ 2,381,283**	**$ 2,381,283**	**$ 2,682,730**	**$ 2,682,730**

Debt Management (continued)

Shown below is a chart summarizing the long-term obligations of the City of Bristol, including the self-supporting water (enterprise fund) debt. Displayed on the chart is the original issue amount of the long-term obligation as well as the present balance and maturity year.

Debt Summary
Long-Term Debt
As of July 1, 2018
(Pro-Forma)

Issue	Purpose	Rate	Original Issue	Balance Outstanding	Fiscal Year Maturity
6/30/2002	Cleanwater Loan 415 D/C	2.00	1,409,533	**246,634**	2021
6/30/2002	Cleanwater Loan 498 D/C	2.00	1,483,380	**259,557**	2021
12/31/2003	Cleanwater Loan 504 C	2.00	1,488,101	**384,836**	2023
8/24/2011	Refunding of 2004 General Improvement Bonds	3.00	15,589,000	**8,095,000**	2023
11/30/2004	Cleanwater Loan 562 C	2.00	693,527	**213,951**	2024
6/15/2005	Refunding of 1996 Water Bonds	3.74	2,315,000	0	2019
6/15/2005	Refunding of 1998 School Bonds	3.74	10,635,000	0	2019
5/31/2006	Cleanwater 464 C	2.00	470,225	**205,474**	2026
8/24/2011	Refunding of 2006 School Bonds	3.00	6,234,000	**3,472,000**	2023
8/24/2011	Refunding of 2006 Water Bonds	3.00	2,112,000	**1,163,000**	2023
2/15/2009	Schools	2.50	385,000	0	2017
2/15/2009	General Improvement	2.25	8,515,000	0	2017
6/15/2011	Water	3.45	813,000	0	2031
6/15/2011	Schools	3.45	25,550,000	0	2031
6/15/2011	General Improvement	3.45	8,637,000	0	2031
6/15/2011	Sewer	3.45	5,400,000	0	2031
3/30/2016	Sewer DEEP loan - interim financing	2.00		**7,221,337**	2038
5/30/2017	General Improvement 2017	2.25	17,739,000	**17,739,000**	2035
5/30/2017	Schools 2017	2.25	3,391,000	**3,391,000**	2035
6/15/2011	Water 2014 - Old Wolcott Tank	2.00	501,000	**401,289**	2033
1/20/2016	Cleanwater 2015 - I/O Reduction 622-CSL	2.00	631,833	**535,982**	2035
9/30/2015	Water 2016 Note - Grove Street Tank	2.00	344,155	**294,389**	2035
11/17/2015	Refunding of 2005, 2009 School Bonds	3.06	2,991,000	**1,079,000**	2025
11/17/2015	Refunding of 2005, 2009 General Improvement Bonds	3.06	4,126,000	**3,606,000**	2025
11/17/2015	Water Bond 2015 Refunding	3.00	193,000	0	2017
11/9/2017	Refunding of 2017 - General Improvement	3.00v	5,437,000	**5,388,000**	2030
11/9/2017	Refunding of 2017 - Schools	3.00v	16,094,000	**15,952,000**	2030
11/9/2017	Refunding of 2017 - Sewer	3.00v	3,401,000	**3,371,000**	2030
11/9/2017	Refunding of 2017 - Water	3.00v	503,000	**499,000**	2030
			$147,081,754	**$73,518,448**	

Debt Management (continued)

Below is a chart illustrating the City of Bristol's outstanding debt. The chart shows the beginning principal balance, principal payments, interest payments and the ending debt balance as well as the cumulative principal percent of debt retired. All debt types - general improvement, school, sewer, water (enterprise fund) and Clean Water Loans are shown independently on the next few pages with the same information.

All City Long-term Debt (excluding water)
As of July 1, 2018
(Pro-Forma)

Fiscal Year Ended June 30	Principal Beginning Balance	Principal Payments	Interest Payments	Total Payments	Principal Ending Balance	Cumulative % Principal Retired
2018					$ 63,939,434	40.6
2019	$ 63,939,434	$ 6,529,928	$ 2,416,632	$ 8,946,560	$ 57,409,506	46.7
2020	$ 57,409,506	$ 6,205,749	$ 2,166,277	$ 8,372,026	$ 51,203,757	52.4
2021	$ 51,203,757	$ 6,608,708	$ 1,887,624	$ 8,496,332	$ 44,595,049	58.6
2022	$ 44,595,049	$ 6,474,219	$ 1,592,178	$ 8,066,397	$ 38,120,830	64.6
2023	$ 38,120,830	$ 5,171,982	$ 1,337,876	$ 6,509,858	$ 32,948,848	69.4
2024	$ 32,948,848	$ 3,853,520	$ 1,129,546	$ 4,983,066	$ 29,095,328	73.0
2025	$ 29,095,328	$ 3,867,952	$ 944,008	$ 4,811,960	$ 25,227,376	76.6
2026	$ 25,227,376	$ 3,352,979	$ 807,731	$ 4,160,710	$ 21,874,397	79.7
2027	$ 21,874,397	$ 3,355,305	$ 689,003	$ 4,044,308	$ 18,519,092	82.8
2028	$ 18,519,092	$ 3,360,957	$ 578,674	$ 3,939,631	$ 15,158,135	85.9
2029	$ 15,158,135	$ 3,356,622	$ 466,677	$ 3,823,299	$ 11,801,513	89.0
2030	$ 11,801,513	$ 3,357,301	$ 351,678	$ 3,708,979	$ 8,444,212	92.2
2031	$ 8,444,212	$ 3,352,993	$ 230,566	$ 3,583,559	$ 5,091,219	95.3
2032	$ 5,091,219	$ 1,275,699	$ 151,100	$ 1,426,799	$ 3,815,520	96.5
2033	$ 3,815,520	$ 1,276,420	$ 113,179	$ 1,389,599	$ 2,539,100	97.6
2034	$ 2,539,100	$ 1,277,155	$ 75,244	$ 1,352,399	$ 1,261,945	98.8
2035	$ 1,261,945	$ 1,261,945	$ 37,347	$ 1,299,292	$ -	100.0
Totals:		**$ 63,939,434**	**$ 14,975,340**	**$ 78,914,774**		

School Long-term Debt
As of July 1, 2018
(Pro-Forma)

Fiscal Year Ended June 30	Principal Beginning Balance	Principal Payments	Interest Payments	Total Payments	Principal Ending Balance	Cumulative % Principal Retired
2018					$ 23,894,000	15.9
2019	$ 23,894,000	$ 2,420,000	$ 968,705	$ 3,388,705	$ 21,474,000	24.4
2020	$ 21,474,000	$ 1,893,000	$ 885,340	$ 2,778,340	$ 19,581,000	31.1
2021	$ 19,581,000	$ 2,145,000	$ 793,230	$ 2,938,230	$ 17,436,000	38.6
2022	$ 17,436,000	$ 2,166,000	$ 689,435	$ 2,855,435	$ 15,270,000	46.3
2023	$ 15,270,000	$ 2,184,000	$ 589,275	$ 2,773,275	$ 13,086,000	53.9
2024	$ 13,086,000	$ 1,513,000	$ 501,710	$ 2,014,710	$ 11,573,000	59.3
2025	$ 11,573,000	$ 1,535,000	$ 425,760	$ 1,960,760	$ 10,038,000	64.7
2026	$ 10,038,000	$ 1,529,000	$ 355,410	$ 1,884,410	$ 8,509,000	70.0
2027	$ 8,509,000	$ 1,541,000	$ 291,365	$ 1,832,365	$ 6,968,000	75.5
2028	$ 6,968,000	$ 1,544,000	$ 233,415	$ 1,777,415	$ 5,424,000	80.9
2029	$ 5,424,000	$ 1,539,000	$ 175,155	$ 1,714,155	$ 3,885,000	86.3
2030	$ 3,885,000	$ 1,544,000	$ 116,520	$ 1,660,520	$ 2,341,000	91.8
2031	$ 2,341,000	$ 1,541,000	$ 56,820	$ 1,597,820	$ 800,000	97.2
2032	$ 800,000	$ 200,000	$ 24,000	$ 224,000	$ 600,000	97.9
2033	$ 600,000	$ 200,000	$ 18,000	$ 218,000	$ 400,000	98.6
2034	$ 400,000	$ 200,000	$ 12,000	$ 212,000	$ 200,000	99.3
2035	$ 200,000	$ 200,000	$ 6,000	$ 206,000	$ -	100.0
Totals:		**$ 23,894,000**	**$ 6,142,140**	**$ 30,036,140**		

Debt Management (continued)

General Improvement Long-term Debt
As of July 1, 2018
(Pro-Forma)

Fiscal Year Ended June 30	Principal Beginning Balance	Principal Payments	Interest Payments	Total Payments	Principal Ending Balance	Cumulative % Principal Retired
2018					$ 34,828,000	8.8
2019	$ 34,828,000	$ 3,645,000	$ 1,265,564	$ 4,910,564	$ 31,183,000	18.4
2020	$ 31,183,000	$ 3,763,000	$ 1,112,034	$ 4,875,034	$ 27,420,000	28.2
2021	$ 27,420,000	$ 3,854,000	$ 942,999	$ 4,796,999	$ 23,566,000	38.3
2022	$ 23,566,000	$ 3,863,000	$ 769,844	$ 4,632,844	$ 19,703,000	48.4
2023	$ 19,703,000	$ 2,580,000	$ 632,414	$ 3,212,414	$ 17,123,000	55.2
2024	$ 17,123,000	$ 1,990,000	$ 527,239	$ 2,517,239	$ 15,133,000	60.4
2025	$ 15,133,000	$ 1,997,000	$ 432,664	$ 2,429,664	$ 13,136,000	65.6
2026	$ 13,136,000	$ 1,493,000	$ 381,864	$ 1,874,864	$ 11,643,000	69.5
2027	$ 11,643,000	$ 1,498,000	$ 340,704	$ 1,838,704	$ 10,145,000	73.4
2028	$ 10,145,000	$ 1,499,000	$ 300,357	$ 1,799,357	$ 8,646,000	77.4
2029	$ 8,646,000	$ 1,499,000	$ 258,685	$ 1,757,685	$ 7,147,000	81.3
2030	$ 7,147,000	$ 1,494,000	$ 214,400	$ 1,708,400	$ 5,653,000	85.2
2031	$ 5,653,000	$ 1,493,000	$ 165,060	$ 1,658,060	$ 4,160,000	89.1
2032	$ 4,160,000	$ 1,040,000	$ 124,800	$ 1,164,800	$ 3,120,000	91.8
2033	$ 3,120,000	$ 1,040,000	$ 93,600	$ 1,133,600	$ 2,080,000	94.6
2034	$ 2,080,000	$ 1,040,000	$ 62,400	$ 1,102,400	$ 1,040,000	97.3
2035	$ 1,040,000	$ 1,040,000	$ 31,200	$ 1,071,200	$ -	100.0
Totals:		**$ 34,828,000**	**$ 7,655,828**	**$ 42,483,828**		

Sewer Long-term Debt
As of July 1, 2018
(Pro-Forma)

Fiscal Year Ended June 30	Principal Beginning Balance	Principal Payments	Interest Payments	Total Payments	Principal Ending Balance	Cumulative % Principal Retired
2018					$ 3,371,000	37.6
2019	$ 3,371,000	$ 127,000	$ 148,460	$ 275,460	$ 3,244,000	39.9
2020	$ 3,244,000	$ 205,000	$ 141,820	$ 346,820	$ 3,039,000	43.7
2021	$ 3,039,000	$ 258,000	$ 131,270	$ 389,270	$ 2,781,000	48.5
2022	$ 2,781,000	$ 262,000	$ 118,270	$ 380,270	$ 2,519,000	53.4
2023	$ 2,519,000	$ 266,000	$ 105,070	$ 371,070	$ 2,253,000	58.3
2024	$ 2,253,000	$ 272,000	$ 91,620	$ 363,620	$ 1,981,000	63.3
2025	$ 1,981,000	$ 277,000	$ 77,895	$ 354,895	$ 1,704,000	68.4
2026	$ 1,704,000	$ 281,000	$ 63,945	$ 344,945	$ 1,423,000	73.6
2027	$ 1,423,000	$ 284,000	$ 51,240	$ 335,240	$ 1,139,000	78.9
2028	$ 1,139,000	$ 285,000	$ 39,860	$ 324,860	$ 854,000	84.2
2029	$ 854,000	$ 285,000	$ 28,460	$ 313,460	$ 569,000	89.5
2030	$ 569,000	$ 285,000	$ 17,060	$ 302,060	$ 284,000	94.7
2031	$ 284,000	$ 284,000	$ 5,680	$ 289,680	$ -	100.0
Totals:		**$ 3,371,000**	**$1,020,650**	**$4,391,650**		

Debt Management (continued)

Clean Water (SEWER) Loans
As of July 1, 2018
(Pro-Forma)

Fiscal Year Ended June 30	Principal Beginning Balance	Principal Payments	Interest Payments	Total Payments	Principal Ending Balance	Cumulative % Principal Retired
2018					$ 1,846,434	70.1
2019	$ 1,846,434	$ 337,928	$ 33,903	$ 371,831	$ 1,508,506	75.6
2020	$ 1,508,506	$ 344,749	$ 27,083	$ 371,832	$ 1,163,757	81.2
2021	$ 1,163,757	$ 351,708	$ 20,125	$ 371,833	$ 812,049	86.9
2022	$ 812,049	$ 183,219	$ 14,629	$ 197,848	$ 628,830	89.8
2023	$ 628,830	$ 141,982	$ 11,117	$ 153,099	$ 486,848	92.1
2024	$ 486,848	$ 78,520	$ 8,977	$ 87,497	$ 408,328	93.4
2025	$ 408,328	$ 58,952	$ 7,689	$ 66,641	$ 349,376	94.3
2026	$ 349,376	$ 49,979	$ 6,512	$ 56,491	$ 299,397	95.2
2027	$ 299,397	$ 32,305	$ 5,694	$ 37,999	$ 267,092	95.7
2028	$ 267,092	$ 32,957	$ 5,042	$ 37,999	$ 234,135	96.2
2029	$ 234,135	$ 33,622	$ 4,377	$ 37,999	$ 200,513	96.8
2030	$ 200,513	$ 34,301	$ 3,698	$ 37,999	$ 166,212	97.3
2031	$ 166,212	$ 34,993	$ 3,006	$ 37,999	$ 131,219	97.9
2032	$ 131,219	$ 35,699	$ 2,300	$ 37,999	$ 95,520	98.5
2033	$ 95,520	$ 36,420	$ 1,579	$ 37,999	$ 59,100	99.0
2034	$ 59,100	$ 37,155	$ 844	$ 37,999	$ 21,945	99.6
2035	$ 21,945	$ 21,945	$ 147	$ 22,092	$ -	100.0
Totals:		**$ 1,846,434**	**$ 156,722**	**$ 2,003,156**		

Self-Supporting Water Debt
As of July 1, 2018
(Pro-Forma)

Fiscal Year Ended June 30	Principal Beginning Balance	Principal Payments	Interest Payments	Total Payments	Principal Ending Balance	Cumulative % Principal Retired
2018					$ 2,357,678	35.5
2019	$ 2,357,678	$ 295,255	$ 79,014	$ 374,269	$ 2,062,423	43.5
2020	$ 2,062,423	$ 307,007	$ 67,722	$ 374,729	$ 1,755,416	51.9
2021	$ 1,755,416	$ 316,774	$ 144,625	$ 461,399	$ 1,438,642	60.6
2022	$ 1,438,642	$ 318,557	$ 41,117	$ 359,674	$ 1,120,085	69.3
2023	$ 1,120,085	$ 285,357	$ 29,782	$ 315,139	$ 834,728	77.2
2024	$ 834,728	$ 81,171	$ 23,208	$ 104,379	$ 753,557	79.4
2025	$ 753,557	$ 83,001	$ 20,353	$ 103,354	$ 670,556	81.6
2026	$ 670,556	$ 84,849	$ 17,430	$ 102,279	$ 585,707	84.0
2027	$ 585,707	$ 85,714	$ 14,675	$ 100,389	$ 499,993	86.3
2028	$ 499,993	$ 86,595	$ 12,114	$ 98,709	$ 413,398	88.7
2029	$ 413,398	$ 87,496	$ 9,533	$ 97,029	$ 325,902	91.1
2030	$ 325,902	$ 88,415	$ 6,934	$ 95,349	$ 237,487	93.5
2031	$ 237,487	$ 89,351	$ 4,318	$ 93,669	$ 148,136	95.9
2032	$ 148,136	$ 48,307	$ 2,522	$ 50,829	$ 99,829	97.3
2033	$ 99,829	$ 49,285	$ 1,544	$ 50,829	$ 50,544	98.6
2034	$ 50,544	$ 35,149	$ 612	$ 35,761	$ 15,395	99.6
2034	$ 15,395	$ 15,395	$ 127	$ 15,522	$ -	100.0
Totals:		**$ 2,357,678**	**$ 475,630**	**$2,833,308**		

The chart on the next page shows all the Capital Projects that have been approved by the City of Bristol that have not had long-term obligations issued at this time.

Debt Management (continued)

		CITY OF BRISTOL		
		BONDING APPROPRIATIONS OUTSTANDING		
BONDING TYPE			7/1/2018 BONDING AMOUNT OUTSTANDING	
GENERAL		Roadway Reclamation- Elizabeth, UCONN	28	
GENERAL		Birch Street-Roadway Reclamation (Redstone to Pine)	53,200	
GENERAL		South Street Widening	80,000	
GENERAL		Heating , Hot Water DMAC	200,000	
GENERAL		North Main Street Parking Improvements	200,000	
GENERAL		Casey Field Improvements	208,000	
GENERAL		Railroad Bridge Rehabilitation	220,000	
GENERAL		Down Street Bridge	229,000	
GENERAL		PW Garage Architectural	188,000	
GENERAL		Munchausen & Bartholomew Street Reconstruction	183,000	
GENERAL		DPW Vincent P. Kelly Facility Renovations Phase II	330,000	
GENERAL		Shrub Road Storm Drainage	340,000	
GENERAL		Fire Department- Engine 4	87,300	
GENERAL		Pequabuck River Stablization Wall	349,812	
GENERAL		Divinity Street Culvert Replacement	350,000	
GENERAL		Brentwood Drive Reconstruction	360,000	
GENERAL		Willis Street Reconstruction- Phase 2	364,823	
GENERAL		Coppermine Brook- Removal of private bridge	380,000	
GENERAL		Sharon, Dover, Warren Reconstruction	380,000	
GENERAL		Dorset Horn & Great Pyrenees Way Reconstruction	400,000	
GENERAL		Synthetic Fields	90,000	
GENERAL		Lexington Reconstruction	440,000	
GENERAL		Curtiss, Zip, Twining Reconstruction	241,500	
GENERAL		Stevens Street Bridge- Richard Court Berm	537,000	
GENERAL		Replace Engine 7	10,200	
GENERAL		Fire Department Appartus Replacement	572,000	
GENERAL		Single Stream Recycling Program	664,500	
GENERAL		Waterbury Road Reconstruction	826,314	
GENERAL		HJ Mills Parking Lot Construction	880,000	
GENERAL		Streetlight Upgrade	165,000	
GENERAL		Mall Demolition/Abatement	2,365,000	
GENERAL		Senior Center Utility Upgrades	2,360,700	
GENERAL		Centre Square Infastructure Project	4,000,000	
GENERAL		Radio Communication System	3,434,300	
GENERAL		City-Wide Wireless Infastructure	2,000,000	
GENERAL		Page Park Pool and Bathhouse	3,000,000	
GENERAL		Fire Apparatus	1,400,000	
GENERAL		Louisiana Bridge	1,800,000	
GENERAL		Wolcott Street Reconstruction	130,000	
GENERAL		Lake Avenu Bridge Replacement	140,000	
GENERAL		City Hall Unit Heater/AC Perimeter Replacement	675,000	
GENERAL		City Hall Office Building Program	350,000	
SCHOOL		Northeast Middle School Roof Replacement	24,650	
SCHOOL		Bristol Central High School Running Track	78,000	
SCHOOL		Roof Replacement- Administration Buildings	150,500	
SCHOOL		BCHS Tennis Courts	350,000	
SCHOOL		BEHS Tennis Courts	405,000	
SCHOOL		West Bristol K-8 School	656,400	
SCHOOL		Hubbell School Roof	708,305	
SCHOOL		Forestville K-8 School	1,167,100	
SCHOOL		Chippens Hill Roof	2,909,560	
SCHOOL		Memorial Boulevard Intradistrict Arts Magnet School	54,890,300	
SCHOOL		Southside School HVAC Upgrade	3,597,160	
SCHOOL		Stafford School Roof	2,043,575	
SEWER		Broad Street Pump Force Main	868,167	
SEWER		Water Pollution Control Facility Upgrades	18,442,800	
WATER		Clark, Terryville and Barlow Water Mains	250,000	(1)
WATER		DeWitt Drive Water Storage Tank	531,000	(1)
		Total	**$ 118,057,194**	
(1)		**Self-supporting Water Debt**		
		BONDING APPROPRIATIONS BY TYPE		
		GENERAL IMPROVEMENT	$ 30,984,677	
		SCHOOLS	66,980,550	
		SEWER	19,310,967	
		WATER (SELF-SUPPORTING)	781,000	
		Total	**$ 118,057,194**	

The Appendix Section

This section of the budget contains the following information:

- **Changes In Net Assets- Last Seven Fiscal Years**
- **Principal Property Taxpayers**
- **Changes in Fund Balances, Governmental Funds- Last Ten Fiscal Years**
- **Assessed and Estimated Actual Value of Taxable Property- Last Ten Fiscal Years**
- **Net Assets By Component- Last Six Fiscal Years**
- **Fund Balances, Governmental Funds- Last Eight Fiscal Years**
- **Property Tax Levies and Collections- Last Ten Fiscal Years**
- **Ratios of Outstanding Debt By Type**
- **Legal Debt Margin Information**
- **Demographic and Economic Statistics- Last Ten Fiscal Years**
- **Operating Indicators by Function/Program- Last Ten Fiscal Years**
- **Capital Asset Statistic By Function/Program- Last Five Fiscal Years**
- **Employment Data**
- **Position Summaries by Function (City-wide)**
- **Bristol vs. State of Connecticut Per Capita/Percent of Total Data**
- **Index**

Changes In Net Assets- Last Seven Fiscal Years

	2017	2016	2015	2014	2013	2012	2011
Expenses							
Governmental activities:							
General government	$ 21,518,842	$ 20,970,806	$ 15,826,836	$ 10,867,000	$ 12,352,000	$ 12,567,000	$ 12,549,000
Public Safety	31,225,680	33,028,169	25,983,268	31,240,000	31,136,000	30,704,000	31,719,000
Public Works	27,755,308	33,358,035	28,439,401	27,337,000	25,065,000	31,689,000	25,183,000
Health and Welfare	8,472,561	8,749,471	8,536,374	6,705,000	7,243,000	6,003,000	6,327,000
Libraries	3,111,382	3,232,404	3,443,583	2,902,000	3,032,000	3,121,000	2,739,000
Parks and Recreation	3,526,465	3,744,334	3,420,506	3,344,000	3,345,000	3,926,000	3,201,000
Education	152,095,342	142,696,114	136,084,395	132,972,000	128,708,000	133,432,000	123,128,000
Miscellaneous	-	-	-	-	-	-	-
Interest on long-term debt	1,714,198	2,093,677	2,306,348	2,584,000	3,041,000	2,070,000	2,830,000
Total governmental activities expenses	249,419,778	247,873,010	224,040,711	217,951,000	213,922,000	223,512,000	207,676,000
Business-type activities:							
Water	7,292,518	7,585,568	7,267,743	6,909,000	7,066,000	6,775,000	6,529,000
Total business-type activities net position	7,292,518	7,585,568	7,267,743	6,909,000	7,066,000	6,775,000	6,529,000
Total primary government expenses	256,712,296	255,458,578	231,308,454	224,860,000	220,988,000	230,287,000	214,205,000
Program Revenues							
Governmental activities							
Charges for services:							
General government	1,335,428	1,310,578	1,756,430	2,389,000	2,151,000	2,114,000	2,310,000
Public Works	10,809,801	9,888,737	7,991,234	8,573,000	7,380,000	7,263,000	7,138,000
Education	1,198,646	1,308,475	1,464,302	1,324,000	1,405,000	1,850,000	1,903,000
Other	2,430,930	2,064,396	1,774,339	2,457,000	1,839,000	2,693,000	2,431,000
Operating grants and contributions	84,993,707	79,078,101	76,414,293	76,664,000	69,848,000	73,300,000	69,468,000
Capital grants and contributions	4,213,374	7,648,148	2,735,539	4,950,000	8,696,000	42,600,000	10,704,000
Total governmental activities program revenues	104,981,886	101,298,435	92,136,137	96,357,000	91,319,000	129,820,000	93,954,000
Business-type Activities:							
Charges for services	7,820,045	7,431,065	7,344,944	7,207,000	7,259,000	6,838,000	6,327,000
Capital grants and contributions	-	-	-	28,000	25,000	27,000	8,000
Total business-type activities program revenues	7,820,045	7,431,065	7,344,944	7,235,000	7,284,000	6,865,000	6,335,000
Total primary government program revenues	112,801,931	108,729,500	99,481,081	103,592,000	98,603,000	136,685,000	100,289,000

Principal Property Taxpayers
(In Thousands)

	October 1, 2015			October 1, 2006		
Taxpayer	Taxable Assessed Value	Rank	Percentage of Total City Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total City Taxable Assessed Value
ESPN	$ 207,478,000	1	5.40%	$ 240,715,000	1	7.50%
Connecticut Light & Power	50,709,000	2	1.32%	36,755,000	3	0.80%
Covanta	46,003,000	3	1.20%	37,973,000	2	1.20%
Bristol Center LLC	32,759,000	4	0.85%	-		0.00%
Federal Realty Investment Trust	22,152,000	5	0.58%	14,120,000	6	0.40%
Bristol Sports Dst	20,791,000	6	0.54%	-		0.00%
Carpenter Realty Company	20,431,000	7	0.53%	18,098,000	4	0.60%
Yankee Gas Service Co.	14,603,000	8	0.38%			
Festival Fun Parks	14,547,000	9	0.38%	13,248,000	8	0.40%
Huntington Woods Limited Partnership	14,070,000	10	0.37%	-		0.00%
Theis Precision Steel	-		0.00%	14,272,000	5	0.40%
Webster Bank	-		0.00%	13,363,000	7	0.40%
Barnes Group	-		0.00%	13,041,000	9	0.40%
Otis Elevator	-		0.00%	11,698,000	10	0.40%
Total	$ 443,543,000		11.55%	$ 413,283,000		12.50%

October 1, 2015 Assessment
October 1, 2006 Assessment
Source: City of Bristol, Office of Tax Assessor

Changes in Fund Balances, Governmental Funds- Last Ten Fiscal Years
(In Thousands)

	2017	2016	2015	2014	2013
Revenues:					
Taxes and assessments	$ 140,319,168	$ 133,131,825	$ 132,661,254	$ 126,878,000	$ 124,646,000
Interest an lien fees on delinquent taxes and assessments	1,138,474	920,530	953,500	904,000	1,024,000
Licenses, permits and fees	3,514,973	3,334,376	2,321,204	7,141,000	6,971,000
Intergovernmental	90,125,552	86,380,385	82,155,003	82,123,000	82,065,000
Charges for services	12,150,217	11,225,218	10,889,718	6,512,000	5,557,000
Income on investments	1,640,414	1,811,405	1,670,515	394,000	318,000
Miscellaneous	1,002,407	3,266,211	2,718,572	2,746,000	2,935,000
Total revenues	249,891,205	240,069,950	233,369,766	226,698,000	223,516,000
Expenditures:					
General government	8,439,181	7,766,024	6,898,392	6,952,000	7,192,000
Public Safety	23,840,668	23,926,373	24,357,911	22,730,000	22,336,000
Public Works	20,220,458	19,801,976	20,356,499	20,363,000	18,806,000
Health and Welfare	7,181,226	8,078,721	7,997,968	6,516,000	6,037,000
Libraries	2,103,567	2,299,115	2,168,546	2,020,000	2,016,000
Parks and Recreation	2,672,162	2,981,876	2,539,006	2,375,000	2,495,000
Education	128,956,258	120,645,180	118,488,322	114,144,000	107,414,000
Citywide:					
Employee benefits and pensions	4,283,364	3,631,894	3,107,573	3,719,000	3,349,000
Insurance	30,044,634	27,289,295	30,653,291	820,000	586,000
Capital outlay	655,417	541,457	768,352	379,000	946,000
Miscellaneous	23,510,905	18,507,685	8,324,692	7,569,000	27,462,000
Debt service:					
Principal retirement	6,488,840	6,511,853	6,472,551	6,556,000	6,645,000
Interest and fiscal charges	2,168,699	2,372,010	2,486,904	2,738,000	3,191,000
Total expenditures	260,565,379	244,353,459	234,620,007	196,881,000	208,475,000
Excess of revenues over (under) expenditures	(10,674,174)	(4,283,509)	(1,250,241)	29,817,000	15,041,000
Other Financing Sources (Uses)					
Transfers in	16,806,271	16,366,913	19,514,255	19,653,000	20,660,000
Transfers out	(16,806,271)	(16,366,913)	(19,514,255)	(48,876,000)	(46,937,000)
Proceeds from capital leases	-	-	-	-	-
Proceeds from borrowing	25,283,007	2,724,099	-	-	-
Proceeds from refunding	-	7,117,000	-	-	-
Premium on bonds issued	1,031,945	488,252	-	-	-
Payment to refunded bond escrow agent	-	(7,498,214)	-	-	-
Total other financing sources (uses)	26,314,952	2,831,137	-	(29,223,000)	(26,277,000)
Net changes in fund balances	$ 15,640,778	$ (1,452,372)	$ (1,250,241)	$ 594,000	$ (11,236,000)
Debt Service as a Percentage of Noncapital Expenditures	3.7%	4.0%	4.0%	5.0%	5.5%

Note: Schedule prepared on the modified accrual basis of accounting.

Changes in Fund Balances, Governmental Funds- Last Ten Fiscal Years
(In Thousands)
(continued)

	2012	2011	2010	2009	2008
Revenues:					
Taxes and assessments	$ 116,805,000	$ 116,771,000	$ 110,803,000	$ 110,097,000	$ 105,520,000
Interest an lien fees on delinquent taxes and assessments	750,000	927,000	1,073,000	1,087,000	1,012,000
Licenses, permits and fees	7,397,000	6,983,000	6,184,000	6,241,000	6,028,000
Intergovernmental	122,110,000	83,270,000	75,924,000	74,737,000	104,114,000
Charges for services	6,222,000	6,337,000	7,314,000	6,834,000	7,475,000
Income on investments	318,000	264,000	347,000	1,206,000	2,643,000
Miscellaneous	2,018,000	1,895,000	1,706,000	1,724,000	1,664,000
Total revenues	255,620,000	216,447,000	203,351,000	201,926,000	228,456,000
Expenditures:					
General government	7,119,000	6,820,000	7,294,000	7,264,000	7,520,000
Public Safety	21,610,000	22,250,000	21,799,000	21,181,000	20,905,000
Public Works	22,437,000	17,804,000	17,111,000	21,280,000	19,919,000
Health and Welfare	6,099,000	6,095,000	5,488,000	6,265,000	5,611,000
Libraries	2,306,000	1,976,000	1,981,000	1,969,000	1,981,000
Parks and Recreation	2,822,000	2,433,000	2,396,000	2,487,000	2,419,000
Education	111,168,000	106,565,000	106,740,000	105,358,000	131,203,000
Citywide:					
Employee benefits and pensions	3,898,000	4,393,000	2,637,000	2,702,000	2,892,000
Insurance	967,000	465,000	589,000	681,000	655,000
Capital outlay	514,000	1,352,000	792,000	758,000	837,000
Miscellaneous	55,434,000	19,760,000	10,521,000	15,309,000	10,906,000
Debt service:					
Principal retirement	4,545,000	4,575,000	4,570,000	4,935,000	4,934,000
Interest and fiscal charges	2,620,000	2,002,000	2,292,000	2,009,000	2,306,000
Total expenditures	241,539,000	196,490,000	184,210,000	192,198,000	212,088,000
Excess of revenues over (under) expenditures	14,081,000	19,957,000	19,141,000	9,728,000	16,368,000
Other Financing Sources (Uses)					
Transfers in	14,946,000	12,665,000	13,797,000	14,150,000	14,895,000
Transfers out	(39,124,000)	(37,217,000)	(37,620,000)	(36,165,000)	(35,293,000)
Proceeds from capital leases	-	-	-	8,900,000	-
Proceeds from borrowing	-	39,587,000	-	-	-
Proceeds from refunding	21,823,000	-	-	-	-
Premium on bonds issued	2,932,000	1,096,000	-	66,000	-
Payment to refunded bond escrow agent	(24,569,000)	-	-	-	-
Total other financing sources (uses)	(23,992,000)	16,131,000	(23,823,000)	(13,049,000)	(20,398,000)
Net changes in fund balances	$ (9,911,000)	$ 36,088,000	$ (4,682,000)	$ (3,321,000)	$ (4,030,000)
Debt Service as a Percentage of Noncapital Expenditures	3.9%	3.8%	4.0%	4.0%	3.8%

Note: Schedule prepared on the modified accrual basis of accounting.

Assessed and Estimated Actual Value of Taxable Property-
Last Ten Fiscal Years
(In Thousands)

Fiscal Year		Residential	Commercial	Industrial	Personal Property	Motor Vehicle
2017		$ 2,536,960,000	$ 499,284,000	$ 217,415,000	$ 564,534,000	$ 386,173,000
2016		2,526,113,000	494,204,000	218,325,000	522,136,000	372,552,000
2015		2,520,182,000	492,698,000	218,310,000	528,973,000	373,950,000
2014		2,517,026,000	485,406,000	222,796,000	470,728,000	369,672,000
2013		2,508,327,000	475,097,000	223,871,000	432,801,000	363,427,000
2012	(3)	3,041,932,000	495,045,000	230,458,000	408,548,000	365,967,000
2011		3,038,627,000	486,786,000	230,731,000	387,052,000	342,385,000
2010		3,119,391,000	760,652,000	232,187,000	381,500,000	331,617,000
2009		3,026,970,000	454,990,000	242,253,000	372,646,000	323,890,000
2008	(3)	3,022,346,000	441,107,000	235,464,000	365,396,000	342,196,000

Source:
Notes:

(1) Assessed values for all real and personal property located within the City on October 1 are included on the Grand List by the Assessor's Office. A Board of Assessment Appeals determines whether adjustments to the Assessor's list under appeal are warranted. Assessments are computed at 70% of market value. A revaluation of all property within the City is required to be completed no less than every ten years.

(2) Equalized Net Grand List is compiled by the State of Connecticut, Office of Policy and Management, as a factor in figuring aid to education, and is produced by comparing sample sales of real estate, or market value, to the assessed value of the property on the Town/City's books. The resulting sales assessment ratio is used to equalize grand lists for each Town/City in Connecticut. These computations usually take one year to compile.

(3) Revaluation year

Assessed and Estimated Actual Value of Taxable Property-
Last Ten Fiscal Years
(In Thousands)
(continued)

Fiscal Year		Less Tax-Exempt Property	Total Taxable Assessed Value	Total Direct Tax Rate	Estimated Actual Taxable Value	Taxable Assessed Value as a Percentage of Actual Taxable Value (2)
2017		$ 292,906,000	$ 3,911,460,000	36.03%	$ 5,587,800,000	70%
2016		288,994,000	3,845,132,000	36.03%	5,493,045,000	70%
2015		312,023,000	3,822,090,000	34.61%	5,460,128,000	70%
2014		232,210,000	3,833,418,000	34.61%	5,479,591,000	70%
2013		226,673,000	3,776,850,000	33.50%	5,395,500,000	70%
2012	(3)	223,986,000	4,317,964,000	28.75%	6,168,720,000	70%
2011		211,187,000	4,274,394,000	27.24%	6,106,277,000	70%
2010		181,046,000	4,644,301,000	27.24%	6,250,208,000	70%
2009		174,309,000	4,246,440,000	25.99%	6,066,343,000	70%
2008	(3)	171,074,000	4,235,435,000	34.71%	6,050,621,000	70%

Net Assets By Component- Last Six Fiscal Years
(In Thousands)

	2017	2016	2015	2014	2013	2012
Governmental activities:						
Net investment in capital assets	$ 257,933,889	$ 268,588,824	$ 261,086,435	$ 256,306,000	$ 251,935,000	$ 226,701,000
Restricted	198,936,006	179,606,533	1,109,796	1,095,000	1,004,000	930,000
Unrestricted	73,469,419	81,904,688	275,282,127	36,201,000	30,900,000	46,977,000
Total governmental activities net position	530,339,314	530,100,045	537,478,358	293,602,000	283,839,000	274,608,000
Business-type activities:						
Net investment in capital assets	20,317,443	20,196,326	20,654,635	20,910,000	20,027,000	19,971,000
Unrestricted	7,766,240	6,832,695	6,528,889	5,494,000	5,377,000	4,810,000
Total business-type activities net position	28,083,683	27,029,021	27,183,524	26,404,000	25,404,000	24,781,000
Primary government:						
Net investment in capital assets	278,251,332	288,785,150	281,741,070	277,216,000	271,962,000	246,672,000
Restricted	198,936,006	179,606,533	1,109,796	1,095,000	1,004,000	930,000
Unrestricted	81,235,659	88,737,383	281,811,016	41,695,000	36,277,000	51,787,000
Total primary government activities net position	$ 558,422,997	$ 557,129,066	$ 564,661,882	$ 320,006,000	$ 309,243,000	$ 299,389,000

Notes:
Schedule prepared on the accrual basis of accounting.

Fund Balances, Governmental Funds- Last Eight Fiscal Years
(In Thousands)

	2017	2016	2015	2014	2013	2012	2011	2010
General fund:								
Reserved	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 749,000
Unreserved	-	-	-	-	-	-	-	27,323,000
Nonspendable		8,817	588	2,000	3,000	2,000	10,000	-
Committed	3,093,837	3,064,919	3,057,414	3,856,000	3,835,000	3,848,000	4,975,000	-
Assigned	7,884,336	4,345,929	2,053,023	1,113,000	2,112,000	1,617,000	2,008,000	-
Unassigned	27,795,244	28,737,167	26,605,958	25,955,000	24,149,000	23,963,000	21,444,000	-
Total general fund	$ 38,773,417	$ 36,156,832	$ 31,716,983	$ 30,926,000	$ 30,099,000	$ 29,430,000	$ 28,437,000	$ 28,072,000
All other governmental funds:								
Reserved	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 15,611,000
Unreserved, reported in:								
Special Revenue Funds	-	-	-	-	-	-	-	8,726,000
Capital Projects Funds	-	-	-	-	-	-	-	(22,123,000)
Permanent Funds	-	-	-	-	-	-	-	419,000
Nonspendable	971,523	923,563	866,420	834,000	766,000	690,000	540,000	-
Restricted	6,038,897	5,549,614	6,008,399	5,301,000	3,068,000	4,004,000	3,339,000	-
Committed	17,468,414	16,472,513	18,074,519	17,696,000	19,134,000	28,171,000	34,916,000	-
Assigned	444,120	152,698	108,028	59,000	-	120,000	73,000	-
Unassigned	(4,517,238)	(15,716,865)	(11,783,622)	(8,576,000)	(7,421,000)	(5,533,000)	(512,000)	-
Total all other governmental funds	$ 20,405,716	$ 7,381,523	$ 13,273,744	$ 15,314,000	$ 15,547,000	$ 27,452,000	$ 38,356,000	$ 2,633,000

Property Tax Levies and Collections- Last Ten Fiscal Years
(In Thousands)

Fiscal Year Ended June 30,	Tax Rate in Mills	Taxes Levied for the Fiscal Year	Collected Within the Fiscal Year of the Levy	
			Amount	Percent of Levy
2017	36.03%	$ 140,245,000	$ 138,734,000	98.92%
2016	34.61%	133,581,000	131,820,000	98.68%
2015	34.61%	133,926,000	131,874,000	98.47%
2014	33.50%	127,580,000	125,620,000	98.46%
2013	28.75%	125,055,000	123,492,000	98.75%
2012	27.24%	117,108,000	115,629,000	98.74%
2011	27.24%	116,860,000	115,256,000	98.63%
2010	25.99%	110,770,000	108,912,000	98.32%
2009	25.99%	110,740,000	108,691,000	98.15%
2008	34.71%	106,413,000	104,402,000	98.11%

Source: Tax Collector's Report; Comprehensive Annual Financial Report.

Ratios of Outstanding Debt By Type
(In Thousands)

Fiscal Year	Governmental Activities: General Obligation Bonds	Business-Type Activities: Water	Total Primary Government	Ratio of Debt to Estimated Taxable Assessed Value	Debt Per Capita	Total Debt Outstanding as a Percentage of Personal Income
2017	$ 82,569,714	$ 2,868,894	$ 85,438,608	2.18%	1,413	0.04%
2016	63,161,855	3,408,163	66,570,018	1.73%	1,099	0.05%
2015	66,950,826	3,652,100	70,602,926	1.85%	1,165	0.04%
2014	73,745,000	4,142,000	77,887,000	1.93%	1,222	0.05%
2013	79,042,000	4,118,000	83,160,000	2.20%	1,340	0.04%
2012	85,838,000	4,723,000	90,561,000	2.10%	1,462	0.04%
2011	89,235,000	5,263,000	94,498,000	2.21%	1,551	0.04%
2010	54,225,000	5,000,000	59,225,000	1.39%	972	0.04%
2009	58,793,000	5,549,000	64,342,000	1.52%	1,060	0.04%
2008	54,826,000	6,109,000	60,935,000	1.44%	999	0.04%

Note: Details regarding the City's outstanding debt can be found in the notes to the financial statements.

Legal Debt Margin Information
Last Seven Fiscal Years

	2017	2016	2015	2014	2013	2012	2011
Debt limitation	$ 990,017,000	$ 938,448,000	$ 935,963,000	$ 894,341,000	$ 879,487,000	$ 822,668,000	$ 823,725,000
Total net debt applicable to limit	123,830,051	135,362,808	135,362,808	86,303,000	93,369,000	100,679,000	104,310,000
Legal Debt Margin	$ 866,186,949	$ 803,085,192	$ 800,600,192	$ 808,038,000	$ 786,118,000	$ 721,989,000	$ 719,415,000
Total net debt applicable to the limit as percentage of debt limit	12.51%	14.42%	14.46%	9.65%	10.62%	12.24%	12.66%

Source: Comprehensive annual financial report - Schedule of Debt Limitation

Demographic and Economic Statistics- Last Ten Fiscal Years

Calendar Year	Population (1)	Per Capita Income (2)	Median Age (2)	School Enrollment (3)	Unemployment Rate (4)	Personal Income (5)
2017	60,452	30,555	40	8,314	5.4%	35,534
2016	60,570	30,555	40	8,353	6.3%	35,534
2015	60,586	30,555	40	8,052	7.0%	35,354
2014	60,603	30,555	40	8,228	7.6%	35,534
2013	60,603	30,555	40	8,366	8.2%	35,534
2012	60,510	30,555	40	8,365	8.8%	35,534
2011	60,092	30,555	40	8,508	9.4%	35,534
2010	60,927	30,555	40	8,699	9.8%	35,534
2009	60,679	30,555	40	8,656	9.1%	35,534
2008	60,991	30,555	40	8,781	6.1%	35,534

(1) Source: State Health Department
(2) Source: State Department of Economic Development, 2010 Census
(3) Source: Bristol Board of Education
(4) Source: State Department of Labor
(5) Source: U.S. Census Bureau, 2000 Census

Operating Indicators by Function/Program- Last Ten Fiscal Years

Function/Program	2017	2016	2015	2014	2013
General Government					
Building permits issued	1,275	1,566	1,403	1,420	1,284
Police					
Physical arrests	2,252	2,228	2,345	2,389	2,539
Parking violations	2,445	2,391	1,556	1,969	2,478
Traffic violations	5,144	7,528	7,107	7,143	6,767
Fire					
Emergency responses	2,231	2,361	2,261	2,037	2,195
Fires extinguished	210	268	222	224	249
Inspections	1,285	1,237	1,246	884	877
Refuse Collection					
Refuse collected (tons per day)	67.76	62.03	62.87	62.86	65.20
Recyclables collected (tons per day)	18.28	15.56	18.36	16.98	16.64
Other Public Works					
Street resurfacing (miles)	5.4	16.50	14.30	12.50	10.20
Potholes repaired	775	750	850	800	750
Parks and Recreation					
Athletic field permits issued	1,457	1,832	1,739	1,696	1,522
Library					
Volumes in collection	230,435	227,372	232,082	213,151	214,288
Total volumes borrowed	258,848	275,736	313,755	311,116	311,714
Water					
New connections:					
Water main breaks	26	19	31	27	21
Average daily production (thousands of gallons)	4,873	5,117	5,270	5,020	5,118
Peak daily production (thousands of gallons)	7,680	8,498	7,754	7,006	7,731
Wastewater					
Average daily sewage treatment (millions of gallons daily)	6.83	5.80	7.10	8.90	8.10

Operating Indicators by Function/Program- Last Ten Fiscal Years (continued)

Function/Program	2012	2011	2010	2009	2008
General Government					
Building permits issued	1,325	1,322	1,494	1,512	1,533
Police					
Physical arrests	2,638	2,655	2,920	3,289	2,526
Parking violations	3,443	1,695	3,103	3,969	4,309
Traffic violations	6,072	8,560	10,492	10,200	10,098
Fire					
Emergency responses	2,935	1,353	999	1,016	2,636
Fires extinguished	272	233	200	124	280
Inspections	998	1,255	1,978	814	849
Refuse Collection					
Refuse collected (tons per day)	73.61	67.24	69.17	69.93	73.00
Recyclables collected (tons per day)	16.11	13.35	13.48	13.58	12.00
Other Public Works					
Street resurfacing (miles)	8.20	7.50	5.50	11.00	9.20
Potholes repaired	750	830	920	1,050	1,000
Parks and Recreation					
Athletic field permits issued	1,591	1,246	1,050	1,050	1,083
Library					
Volumes in collection	215,250	209,150	200,600	193,869	192,261
Total volumes borrowed	327,807	331,043	344,386	351,025	353,329
Water					
New connections:					
Water main breaks	19	15	24	21	19
Average daily production (thousands of gallons)	5,219	5,455	5,261	5,400	5,500
Peak daily production (thousands of gallons)	8,841	9,720	7,474	7,716	7,385
Wastewater					
Average daily sewage treatment (millions of gallons daily)	9.30	8.50	8.60	8.60	8.00

Capital Asset Statistic By Function/Program- Last Five Fiscal Years

Function/Program	2017	2016	2015	2014	2013
Police					
Stations	1	1	1	1	1
Zone offices	1	1	1	1	1
Patrol units	30	30	30	30	30
Fire stations	5	5	5	5	5
Refuse collection					
Collection trucks	22	25	27	27	25
Other Public Works					
Streets (miles)	235.0	235.0	235.0	235.0	235.0
Highways (miles)	20.8	20.8	20.8	20.8	20.8
Streetlights	5,508	5,539	5,539	5,538	5,535
Traffic signals	24	24	24	24	24
Parks and Recreation					
Acreage	730	730	730	720	700
Playgrounds	8	8	8	8	8
Baseball/softball diamonds	23	23	15	15	12
Soccer/football fields	6	6	6	6	6
Community centers	-	-	-	-	-
Water					
Water mains (miles)	313	313	313	313	313
Fire hydrants	1,608	1,608	1,601	1,611	1,596
Storage capacity (thousands of gallons)	1,281,105	1,281,105	1,281,105	1,281,105	1,281,105
Wastewater					
Sanitary sewers (miles)	245.10	245.10	243.40	243.40	242.90
Storm sewers (miles)	197.40	224.50	224.00	223.50	223.10
Treatment capacity (millions per day)	10.75	10.75	10.75	10.75	10.75

Employment Data

Period	City of Bristol Employed	City of Bristol Unemployed	Percentage Unemployed: City of Bristol	Percentage Unemployed: Hartford Labor Market	Percentage Unemployed: State of Connecticut
August 2017.....	31,427	1,683	5.1	4.7	4.6
Annual Average					
2016.....	31,038	1,958	5.9	5.3	5.3
2015.....	30,772	2,127	6.5	5.6	5.6
2014.....	31,282	2,406	7.2	6.7	6.7
2013.....	30,635	2,742	8.2	7.9	7.9
2012	31,220	2,947	8.6	8.4	8.3
2011	31,618	3,181	9.2	8.9	8.8
2010	31,557	3,444	9.8	9.1	9.0
2009	31,932	3,161	9.0	8.3	8.2
2008	32,315	2,092	6.1	5.9	5.8
2007	32,602	1,734	5.1	4.7	4.6

Source: Department of Labor, State of Connecticut

Employment by Industry

Sector	City of Bristol Number	City of Bristol Percent	State of Connecticut Number	State of Connecticut Percent
Agriculture, forestry, fishing and hunting, and mining.....	51	0.2%	7,214	0.4%
Construction.....	1,898	6.2	100,593	5.6
Manufacturing.....	4,395	14.3	191,286	10.7
Wholesale trade.....	986	3.2	44,581	2.5
Retail trade.....	3,486	11.4	193,799	10.9
Transportation warehousing, and utilities....	898	2.9	66,850	3.8
Information.....	1,598	5.2	41,486	2.3
Finance, insurance, real estate, and leasing..	2,996	9.8	163,822	9.2
Professional, scientific, management, administrative, and waste management.....	2,433	7.9	199,942	11.2
Education, health and social services.....	6,842	22.3	471,587	26.5
Arts, entertainment, recreation, accommodation and food services.....	2,559	8.4	153,516	8.6
Other services (except public admin.).....	1,102	3.6	79,998	4.5
Public Administration.....	1,392	4.5	66,743	3.7
Total Labor Force, Employed.....	30,636	100.0%	1,781,417	100.0%

Source: American Community Survey 2011-2015

Position Summaries by Function (City-wide)

Department	Position	Budget Year 2017	2018	2019
General Government				
Mayor's Office				
	Mayor	1	1	1
	Executive Assistant to the Mayor	1	1	1
	Administrative Aide	0.5	0.5	0
	Subtotal Mayor's Office	**2.5**	**2.5**	**2**
Registrars of Voters				
	Registrar of Voters	1	1	1
	Registrar of Voters	1	1	1
	Registrar Clerk	1	1	1
	Subtotal Registrars of Voters	**3**	**3**	**3**
Assessor's				
	Assessor	1	1	1
	Deputy Assessor	1	1	1
	Administrative Assistant	1	1	1
	Principal Clerk	1	1	1
	Sales and Ratio Clerk	1	1	1
	Assessment Technician	1	1	1
	Subtotal Assessor's	**6**	**6**	**6**
Tax Collector				
	Tax Collector	1	1	1
	Deputy Tax Collector	1	1	1
	Administrative Assistant	1	1	1
	Principal Clerk	2	2	2
	Principal Clerk	0.5	0.5	0.5
	Subtotal Tax Collector	**5.5**	**5.5**	**5.5**
Purchasing				
	Purchasing Agent	1	1	1
	Administrative Assistant	1	1	1
	Purchasing Assistant	1	1	1
	Subtotal Purchasing	**3**	**3**	**3**
Comptroller's Office				
	Comptroller	1	1	1
	Assistant Comptroller	1	1	1
	Assistant to the Comptroller	1	1	1
	Senior Accountant	1	1	1
	Payroll and Pension Supervisor	1	1	1
	Accounts Payable/Receivable Supervisor	1	1	1
	Budget & Accounting Assistant	1	1	1
	Accounting Clerk	2	2	2
	Payroll Clerk	1	1	1
	Subtotal Comptroller's Office	**10**	**10**	**10**
Treasurer's Office				
	Deputy Treasurer	1	1	1
	Accounting Clerk	1	1	1
	Bookkeeping Clerk	0.5	0.5	0.5
	Subtotal Treasurer's Office	**2.5**	**2.5**	**2.5**

Position Summaries by Function (City-wide) (continued)

Department	Position	Budget Year 2017	2018	2019
Information Systems				
	M.I.S. Manager	1	1	1
	Senior Systems Analyst	1	1	1
	Network Manager	1	1	1
	Technical Support Specialist	3	3	3
	Subtotal Information Systems	**6**	**6**	**6**
Personnel				
	Director of Personnel	1	1	1
	Assistant Personnel Director	1	1	1
	Personnel Analyst	1	1	1
	Risk Manager	1	1	1
	Senior Administrative Assistant	1	1	1
	Benefits Specialist	1	1	1
	Subtotal Personnel	**6**	**6**	**6**
Corporation Counsel				
	Legal Secretary	1	1	1
	P/T Legal Administrative Assistant	0.5	0.5	0.5
	Assistant Corporation Counsel	2	2	2
	Subtotal Corporation Counsel	**3.5**	**3.5**	**3.5**
City Clerk				
	Town & City Clerk	1	1	1
	Assistant Town & City Clerk	1	1	1
	Statute & Legislative Coordinator	2	2	2
	Administrative Assistant	1	1	1
	Principal Clerk	1	1	1
	Subtotal City Clerk	**6**	**6**	**6**
Department of Aging				
	Executive Director of Aging	1	1	1
	Assistant Director of Aging	1	1	1
	Principal Clerk	1	1	1
	Senior Coordinator	1	1	1
	Supervisor of Senior Center Maintenance	1	1	1
	Custodian/Maintenance	1	1	1
	Custodian	1	1	1
	Subtotal Department of Aging	**7**	**7**	**7**
Youth Services				
	Director of Youth & Community Services	1	1	1
	Outreach Worker	1	1	1
	Youth Advocate/Outreach Worker	1	1	1
	Senior Administrative Assistant	1	1	0
	Program Administrative Assistant	0.5	0.5	1
	Assistant to the Director	0	0	1
	Subtotal Youth Services	**4.5**	**4.5**	**5**
Total General Government		**65.5**	**65.5**	**65.5**

Position Summaries by Function (City-wide) (continued)

Department	Position	Budget Year 2017	2018	2019
Public Safety				
Police Department				
Police Department-Administration				
	Chief of Police	1	1	1
	Police Captain	2	2	2
	Administrative Secretary	1	1	1
	Records/Payroll Supervisor	1	1	1
	Principal Clerk	2	2	2
	Staff Assistant	1	1	1
	Evidence Clerk	1	1	1
	Technical Support Specialist	2	2	2
	Subtotal Police Department- Administration	**11**	**11**	**11**
Police Department-Maintenance				
	Fleet & Traffice Maintenance Technician	1	1	1
	Subtotal Police Department- Maintenance	**1**	**1**	**1**
Police Department- Patrol & Traffic				
	Patrol Lieutenants	9	9	9
	Sergeants	10	10	10
	Police Officers	77	76	77
	Subtotal Police Department- Patrol & Traffic	**96**	**95**	**96**
Police Department-Criminal Investigations				
	Detective Lieutenant	1	1	1
	Detective Sergeants	3	3	3
	Detectives	18	18	18
	Subtotal Police Department- Criminal Investigations	**22**	**22**	**22**
Police Department-Communications				
	Lieutenant	1	1	1
	Lead Dispatchers	4	4	4
	Public Safety Dispatchers	12.5	12.5	12.5
	Subtotal Police Department- Communications	**17.5**	**17.5**	**17.5**
Subtotal Police Department		**147.5**	**146.5**	**147.5**
Fire Department				
	Fire Chief	1	1	1
	Deputy Chief	4	4	4
	Administrative Assistant	1	1	1
	Principal Clerk	0.5	0.5	0.5
	Drill Master/Senior Captain	1	1	1
	Fire Prevention Officer	1	1	1
	Fire Prevention Inspectors	3	3	3
	Fire Captains	6	6	6
	Fire Lieutenants	18	18	18
	Fire Equipment Technician	1	1	1
	Firefighters (step 4)	46	46	48
	Firefighters (step 3/4)	3	3	2
	Firefighters (step 2/3)	0	0	1
	Firefighters (step 1/2)	3	3	1
	Subtotal Fire Department	**88.5**	**88.5**	**88.5**
Animal Control				
	Animal Control Officer	1	1	1
	Assistant Animal Control Officer	1	1	1
	Subtotal Animal Control	**2**	**2**	**2**
Building Department				
	Chief Building Official	1	1	1
	Senior Administrative Clerk	2	2	2
	Electrical Inspector	1	1	1
	Building Inspectors	2	1	0
	Code Enforcement Officer/Asst. Building Inspector	0	1	2
	Mechanical Inspector	1	1	1
	Zoning/Code Enforcement Officer	1	1	1
	Subtotal Building Department	**8**	**8**	**8**
Subtotal Public Safety		**246.0**	**245.0**	**246.0**

Position Summaries by Function (City-wide) (continued)

Department	Position	Budget Year 2017	2018	2019
Public Works				
Administration				
	Director of Public Works	1	1	1
	Public Works Analyst	1	1	1
	Senior Administrative Assistant	1	1	1
	Accounts Payable Coordinator	1	1	1
	Accounts Receivable Coordinator	1	1	1
	Principal Clerk	0.5	0.5	0.5
	Subtotal Public Works- Administration	**5.5**	**5.5**	**5.5**
Engineering				
	City Engineer	1	1	1
	Assistant City Engineer	1	1	1
	Environmental Protection Technician	1	1	1
	Highway Inspector	1	1	1
	Construction Inspectors	2	2	2
	Excavation Inspector	1	1	1
	Civil Engineer	1	1	1
	Chief, Inspection & Survey	1	1	1
	Party Chief	1	1	1
	GIS/AutoCAD Technician	1	1	1
	Environmental Engineer	1	1	1
	Subtotal Public Works- Engineering	**12**	**12**	**12**
Land Use				
	City Planner/ Land Use Development Coordinator	1	1	1
	Assistant City Planner/ Development Coordinator	1	1	1
	Administrative Secretary	1	1	1
	Subtotal Public Works- Land Use	**3**	**3**	**3**
Building Maintenance				
	Facilities Manager	1	1	1
	Facilities/Maintenance Supervisor	1	1	1
	Senior Maintenance Technician	1	1	1
	Maintenance Technician	1	1	1
	Landscape Grounds Maintainer/Bldg. Technician	1	1	1
	Custodians	5	5	5
	Subtotal Public Works- Building Maintenance	**10**	**10**	**10**
Streets				
	Superintendant of Streets	1	1	1
	Street Maintenance Crew Leader	6	6	6
	Tree Maintenance Crew Leader	1	1	1
	Street Maintenance Equipment Operator	3	3	3
	Light Equipment Operator	2	2	2
	Truck Driver (Heavy)	5	5	5
	Truck Driver- Light (Lantern)	1	1	1
	Aerial Tree Bucket Truck Driver	1	1	1
	Skilled Laborer	4	4	4
	Laborers	9	9	9
	Subtotal Public Works- Streets	**33**	**33**	**33**
Solid Waste				
	Superintendant of Solid Waste Operations	1	1	1
	Solid Waste Laborers	3.5	3.5	3.5
	Solid Waste Driver/Collector-Sanitation	13	13	13
	Subtotal Public Works- Solid Waste	**17.5**	**17.5**	**17.5**
Fleet Maintenance				
	Public Works Fleet Manager	1	1	1
	Dispatcher Yardman	1	1	1
	Mechanics	4	4	4
	Equipment Maintenance Coordinator	1	1	1
	Mechanics' Helper/Small Equipment	3	3	3
	Subtotal Public Works- Fleet Maintenance	**10**	**10**	**10**

Position Summaries by Function (City-wide) (continued)

Department	Position	Budget Year 2017	2018	2019
Water Pollution Control				
	Assistant Director PW/WPC Manager	1	1	1
	Assistant Chief Operator/Lab Supervisor	1	1	1
	Ass't Chief Operator Wastewater Treatment Plant	1	1	1
	Collection Sytem Crew Leader	1	1	1
	Administrative Assistant/Accountant	1	1	1
	Lab Technicians	1	1	1
	Senior Process Operator	1	1	1
	Process Operator- CLASS 3	2	2	3
	Process Operator	5	6	5
	Truck Driver-WPC	2	2	2
	Electro-Mechanical Maintenance Tech.	2	3	3
	Semi-Skilled Craftsman	3	3	1
	Skilled Craftsman	1	1	1
	Sewer Rehabilitation Operator	1	1	1
	Laborer/Helper (Transitional)	0	0	2
	Subtotal Public Works- Water Pollution	**23**	**25**	**25**
Transfer Station				
	Heavy Equip/Transfer Station Operator	2	2	2
	Transfer Station Attendant	2	2	2
	Landfill/Transfer Station Scale Operator	1	1	1
	Solid Waste Laborers	0.5	0.5	0.5
	Subtotal Public Works- Transfer Station	**5.5**	**5.5**	**5.5**
Subtotal Public Works		**119.5**	**121.5**	**121.5**
Health & Social Services				
Community Services				
	Community Services Coordinator	1	1	1
	Subtotal Community Services	**1**	**1**	**1**
School Readiness				
	School Readiness Grant Manager	1	1	1
	Subtotal School Readiness	**1**	**1**	**1**
Subtotal Health & Social Services		**2**	**2**	**2**
Libraries				
Main Library				
	Library Director	1	1	1
	Programming/Public Relations Manager	1	1	1
	Circulation Clerk	5	5	5
	Administrative Assistant	1	1	1
	Supervisor of Library Maintenance	1	1	1
	Custodian/Maintenance	1	1	1
	Custodian	1	1	1
	Technical Services Clerk	1	1	1
	Floater/Reader's Advisor	1	1	1
	Reference Assistant	1	1	1
	Reference Assistant/Historian	1	1	1
	Assistant Info Services Librarian	1	1	1
	Technical Services Coordinator	1	1	1
	Supervisor Library Info Services	1	1	1
	Supervisor of Circulaton	1	1	1
	Supervisor of Children's Services	1	1	1
	Floater/Children's Assistant	1	1	1
	Children's Assistant/Young Adult Librarian	1	1	1
	Children's Assistant	3	3	3
	Computer Lab Supervisor	1	1	1
	Subtotal Main Library	**26**	**26**	**26**
Manross Library				
	Supervisor of Branch Services	1	1	1
	Assistant Branch Librarian	1	1	1
	Library Clerk	1	1	1
	Library Assistant	1	1	1
	Custodian	0.5	0.5	0.5
	Subtotal Manross Library	**4.5**	**4.5**	**4.5**
Subtotal Libraries		**30.5**	**30.5**	**30.5**

Position Summaries by Function (City-wide) (continued)

Department		Budget Year		
	Position	2017	2018	2019
Parks & Recreation				
	Superintendant of Parks & Recreation	1	1	1
	Parks Grounds Facilities Superintendant	1	1	1
	Recreation Coordinator	1	1	1
	Aquatics Supervisor	1	1	1
	Parks Office Coordinator	1	1	1
	Group Leader	2	2	2
	Mechanic	1	1	1
	Skilled Utility Craftsperson	2	2	2
	Heavy Truck Driver	1	1	1
	Light Truck Driver	1	1	1
	Landscape Gardener	1	1	1
	Helper Craftsman	4	4	4
	Semi-Skilled Technician	4	4	4
	Yard Attendant	1	1	1
Subtotal Parks & Recreation		**22**	**22**	**22**
Board of Education				
	Full-time Positions	988	955	956
Subtotal Board of Education		**988**	**955**	**956**
Bristol Development Authority	Executive Director- BDA	1	1	1
	Grants Administrator	1	1	1
	Grants Assistant	1	0	0
	Community Development Coordinator	1	1	1
	Housing Rehabilitation Specialist	1	1	1
	Administrative Assistant	1	1	1
	Economic Development Specialist	0	1	0
	Marketing & Public Relations Specialist	0	1	1
Subtotal Bristol Development Authority		**6**	**7**	**6**
Bristol Water Department				
	Full-time Positions	37	37	37
Subtotal Bristol Water Department		**37**	**37**	**37**
Total Budgeted Full-Time Positions		**1,516.5**	**1,485.5**	**1,486.5**

BRISTOL vs. STATE OF CONNECTICUT
PER CAPITA/PERCENT OF TOTAL DATA

YEAR	TITLES	AMOUNT	STATE AVERAGE
2010	Population	60,510	21,171
2010	Population Density per Sq. Mile	2,282.50	738.50
2010	School Enrollment	8,784	3,244
2010	Net Current Expenditures per Pupil	$12,156	$13,568
2010	Unemployment	9.80%	9.10%
2010	Equalized Net Grand List	$ 6,111,926,027	$ 3,239,012,006
2010	Per Capita	$101,007	$152,995
2010	Equilized Mill Rate	17.93	15.84
2010	Current Year Adjusted Tax Levy Per Capita	$2,004.53	$2,424.00
2010	Current Year Property Tax Collection %	98.6%	98.4%
2010	Total Square Miles	26.51	28.67
2010	Debt Per Capita	$896.00	$2,187.00
2010	Ratio of Debt to Equalized Net Grand List	9%	1.4%
2010	Tax Collection Rates	98.5%	98.5%
2010	Property Tax Revenues as % of Total Revenues	62.00%	71.70%
2010	Equalized Net Grand List per Capital	101,875	152,995
2010	Population, percent change, 2000 to 2010	0.7%	4.9%
2010	Persons under 5 years	5.6%	5.7%
2010	Persons under 18 years	21.4%	22.9%
2010	Persons 65 years and over	14.9%	14.2%
2010	Female persons	51.8%	51.3%
2010	Persons per square mile	2,289.8	738.1
2010	White persons, percent, 2010 (a)	87.7%	77.6%
2010	Black persons, percent, 2010 (a)	3.8%	10.1%
2010	American Indian and Alaska Native persons, percent, 2010 (a)	0.2%	0.3%
2010	Asian persons, percent, 2010 (a)	1.9%	3.8%
2010	Persons reporting two or more races, percent, 2010	2.5%	2.6%
2010	Persons of Hispanic or Latino origin, percent, 2010 (b)	9.6%	13.4%
2010	White persons not Hispanic, percent, 2010	83.0%	71.2%
2010	Housing units, 2010	27,011	1,487,891
2010	Homeownership rate, 2006-2010	66.4%	69.2%
2010	Housing units in multi-unit structures, percent, 2006-2010	41.0%	34.6%
2010	Median value of owner-occupied housing units, 2006-2010	$218,900	$296,500
2010	Households, 2006-2010	24,966	1,359,218
2010	Persons per household, 2006-2010	2.39	2.52
2010	Per capita money income in past 12 months (2010 dollars) 2006-2010	$29,629	$36,775
2010	Median household income 2006-2010	$58,537	$67,740
2010	Persons below poverty level, percent, 2006-2010	7.7%	9.2%
2007	Manufacturers shipments, 2007 ($1,000)	719,217	58,404,898
2007	Merchant wholesaler sales, 2007 ($1,000)	253,394	107,917,037
2007	Retail sales, 2007 ($1000)	803,263	52,165,480
2007	Retail sales per capita, 2007	$13,218	$14,953
2007	Accommodation and food services sales, 2007 ($1,000)	62,106	9,138,437

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