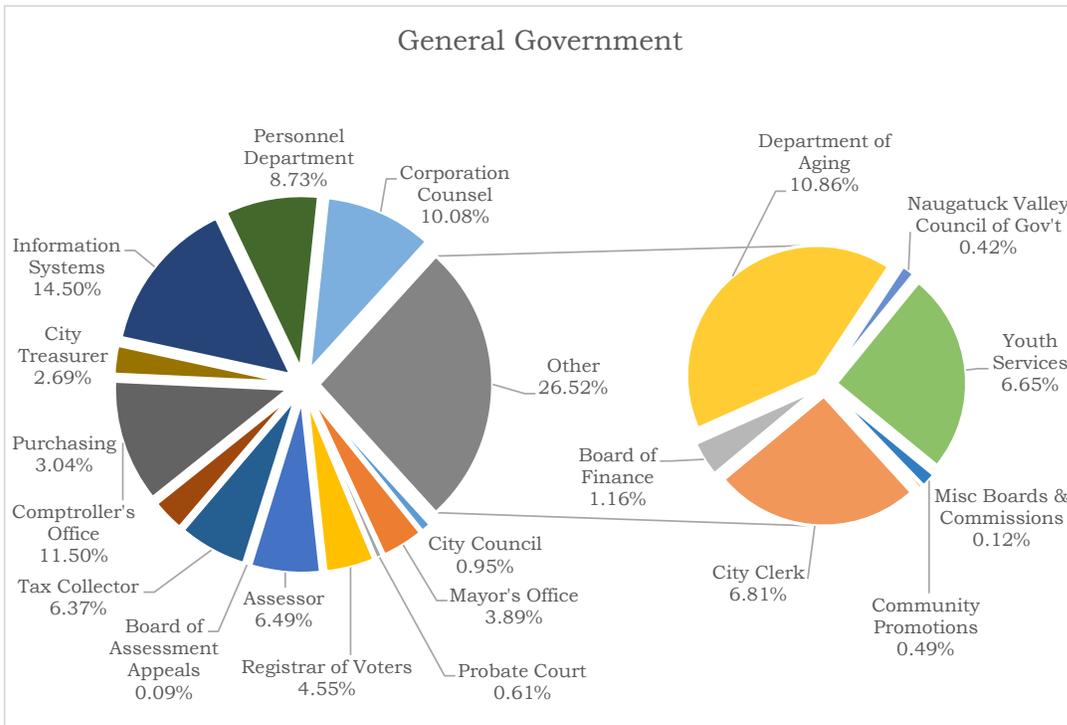


**Program Summaries-
General Government**

**CITY OF BRISTOL, CONNECTICUT
2015-2016 BUDGET
GENERAL FUND EXPENDITURES SUMMARY FOR GENERAL GOVERNMENT**

ORGCODE	DESCRIPTION	PRIOR YEAR ACTUAL 2013-2014	ORIGINAL BUDGET 2014-2015	REVISED BUDGET 2014-2015	BUDGET REQUEST 2015-2016	JOINT BOARD 2015-2016
0011010	CITY COUNCIL	\$57,733	\$57,900	\$57,900	\$58,290	\$58,290
0011011	MAYOR	218,452	229,785	243,285	238,495	238,495
0011012	PROBATE COURT	26,745	35,500	35,500	37,250	37,250
0011013	REGISTRARS OF VOTERS	180,022	239,565	246,841	278,795	278,795
0011014	ASSESSORS	356,530	395,320	395,360	397,420	397,420
0011015	BOARD OF ASSESSMENT APPEALS	4,768	5,240	5,240	5,290	5,290
0011016	TAX COLLECTOR	369,145	392,115	373,400	389,930	389,930
0011017	PURCHASING	175,534	178,250	181,600	186,025	186,025
0011018	COMPTROLLER	630,792	673,575	675,195	704,220	704,220
0011019	TREASURER	118,406	160,640	163,300	164,740	164,740
0011020	INFORMATION SYSTEMS	769,985	821,120	889,380	888,270	888,270
0011021	PERSONNEL DEPARTMENT	496,309	512,165	567,395	534,570	534,570
0011022	CORPORATION COUNSEL	548,596	521,615	624,225	615,955	617,270
0011023	CITY CLERK	371,317	402,885	403,002	416,995	416,995
0011024	BOARD OF FINANCE	71,748	71,350	71,350	71,350	71,350
0011026	HOUSING CODE BOARD OF APPEALS	21	375	375	375	375
0011027	DEPARTMENT OF AGING	628,889	609,610	670,665	665,250	665,250
0011028	DOWNTOWN CORPORATION	30,000	30,000	30,000	30,000	30,000
0011029	VETERAN'S SERVICES	581	0	0	0	0
0011030	NAUGATUCK VALLEY COUNCIL OF GOV'T	29,235	28,985	28,985	25,955	25,955
0011031	YOUTH SERVICES	383,383	393,415	420,272	407,490	407,490
0011033	INTERDISTRICT COOP PROGRAM	61,959	0	57,959	0	0
0011034	COMMUNITY PROMOTIONS	40,779	30,000	58,684	30,000	30,000
0011041	BOARDS AND COMMISSIONS	3,815	6,050	6,150	8,050	7,610
TOTAL GENERAL GOVERNMENT		\$5,574,744	\$5,795,460	\$6,206,063	\$6,154,715	\$6,155,590



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 2015 Major Service Level Accomplishments

- Assured fiscal stability by adopting, with the Board of Finance, a balanced budget by May 18, 2015

Fiscal Year 2016 Major Service Level Goals

- Assure fiscal stability by adopting, with the Board of Finance, a balanced budget by May 16, 2016

Expenditure Summary

	2014 Actual	2015 Estimated	2016 Budget
Salary Expenditures	\$57,733	\$57,900	\$58,290

Budget Highlights

0011011 CITY COUNCIL

OBJECT	PROJECT	DESCRIPTION	PRIOR	ORIGINAL	REVISED	BUDGET	JOINT
			YEAR ACTUAL 2013-2014	BUDGET 2014-2015	BUDGET 2014-2015	REQUEST 2015-2016	BOARD 2015-2016
SALARIES							
515200		PART TIME WAGES	\$57,733	\$57,900	\$57,900	\$58,290	\$58,290
TOTAL SALARIES			\$57,733	\$57,900	\$57,900	\$58,290	\$58,290
TOTAL CITY COUNCIL			\$57,733	\$57,900	\$57,900	\$58,290	\$58,290

City Councilmembers	District	Party Affiliation
Calvin Brown	District 1	Democrat
Eric Carlson	District 1	Republican
Henri Martin	District 2	Republican
Rich Miecznikowski	District 2	Republican
Mary Fortier	District 3	Democrat
Ellen Zoppo-Sassu	District 3	Democrat

General Government - (continued)

City Council members



MAYOR

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



Service Narrative

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

Fiscal Year 2015 Major Service Level Accomplishments

- Aggressively managed code enforcement initiatives
- Implemented successful Senior Volunteer Tax Credit
- Began revitalization of the West End, including realignment of Route 72/69 intersection
- Sold another parcel in Southeast Bristol Business Park
- Have pending contracts for the sale of Bingham and O'Connell Schools
- Applied for and received Brownfield study grants
- Began work on Church/Union/South Street intersection realignment

Fiscal Year 2016 Major Service Level Goals

- Work towards development of the 17 acre parcel known as Depot Square
- Continue code enforcement initiatives
- Continue revitalize of the West End of Bristol
- Work to develop the remaining 36 acres of the Southeast Bristol Business Park
- Continue to work collaboratively with BDA and the Chamber of Commerce to market Bristol; to attract and retain businesses as well as assist businesses with expansion
- Work on resolution of facility use for the Memorial Boulevard School
- Reorganize city departments to improve service to the public
- Finalize Pequabuck River Study and identify projects

**Program Summaries-
General Government**

General Government - (continued)

Expenditure and Position Summary:

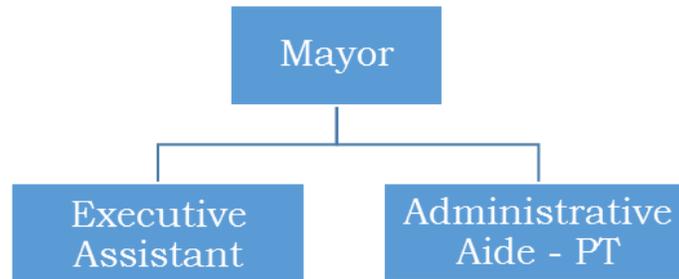
	2014 Actual	2015 Estimated	2016 Budget
Salary Expenditures	\$157,896	\$166,635	\$161,445
Full time Positions	2	2.5	2.5

Budget Highlights

0011011 MAYOR

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2013-2014	ORIGINAL BUDGET 2014-2015	REVISED BUDGET 2014-2015	BUDGET REQUEST 2015-2016	JOINT BOARD 2015-2016
SALARIES							
514000		REGULAR WAGES	\$147,562	\$153,720	\$153,720	\$147,045	\$147,045
515100		OVERTIME	184	400	400	400	400
515200		PART TIME	10,150	12,515	12,515	14,000	14,000
TOTAL SALARIES			\$157,896	\$166,635	\$166,635	\$161,445	\$161,445
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$6,200	\$6,500	\$6,500	\$20,500	\$20,500
553000		TELEPHONE	1,297	1,600	1,600	1,600	1,600
553100		POSTAGE	51	350	350	250	250
554000		TRAVEL REIMBURSEMENT	1,009	1,100	1,100	1,100	1,100
555000		PRINTING AND BINDING	1,568	2,000	2,000	2,000	2,000
581120		CONFERENCES AND MEMBERSHIPS	45,609	46,600	46,600	46,600	46,600
589100		MISCELLANEOUS	3,535	3,700	3,700	3,700	3,700
TOTAL CONTRACTUAL SERVICES			\$59,269	\$61,850	\$61,850	\$75,750	\$75,750
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$590	\$600	\$600	\$600	\$600
569000		OFFICE SUPPLIES	697	700	700	700	700
TOTAL SUPPLIES AND MATERIALS			\$1,287	\$1,300	\$1,300	\$1,300	\$1,300
CAPITAL OUTLAY							
570900	15024	MASS NOTIFICATION	\$0	\$0	\$13,500	\$0	\$0
TOTAL CAPITAL OUTLAY			\$0	\$0	\$13,500	\$0	\$0
TOTAL MAYOR			\$218,452	\$229,785	\$243,285	\$238,495	\$238,495

Organizational Chart



PROBATE COURT

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

Service Narrative

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

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

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

Fiscal Year 2015 Service Accomplishments

- Continued to provide to all residents of Bristol, Plymouth and Plainville with great customer service to our probate clients. Within the vault, the Court continues to consolidate its historical contents. The Vault Project has expanded beyond its 2011 goals to continue to provide the public greater access to our historical records.

Fiscal 2016 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. The Court shall be relocating to 240 Stafford Avenue, Bristol, CT with an anticipated construction completion target date of Fall, 2015. The relocation to the Stafford Avenue site, which is in the same building with the Senior Center in Bristol, is an exciting opportunity to have more privacy and space for our clients and the staff in order to provide the best possible service to our residents of Bristol, Plainville and Plymouth

Long Term Goals and Issues

- Continue the laser fiche process of current and closed probate records for public viewing. In regards to older microfilm records, the vault team will proceed with ensuring its accessibility via computer.

**Program Summaries-
General Government**

General Government - (continued)

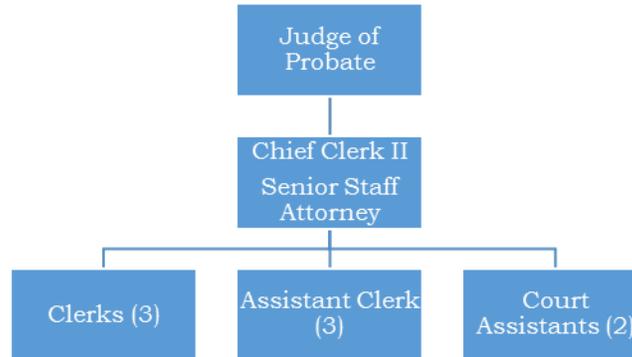
Performance Measures

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

Expenditure and Position Summary

	2013 Actual	2014 Estimated	2015 Budget
Salary Expenditures	<i>Salaries for this department are paid by the State of Connecticut</i>		

Organizational Chart



Budget Highlights

0011012 PROBATE COURT

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2013-2014	ORIGINAL BUDGET 2014-2015	REVISED BUDGET 2014-2015	BUDGET REQUEST 2015-2016	JOINT BOARD 2015-2016
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES	\$4,909	\$17,450	\$17,450	\$15,000	\$15,000
543000		REPAIRS AND MAINTENANCE	480	1,000	1,000	750	750
553000		TELEPHONE	214	500	500	500	500
553100		POSTAGE	13,751	11,000	11,000	14,500	14,500
555000		PRINTING AND BINDING	977	550	550	1,500	1,500
TOTAL CONTRACTUAL SERVICES			\$20,331	\$30,500	\$30,500	\$32,250	\$32,250
SUPPLIES AND MATERIALS							
569000		OFFICE SUPPLIES	\$6,414	\$5,000	\$5,000	\$5,000	\$5,000
TOTAL SUPPLIES AND MATERIALS			\$6,414	\$5,000	\$5,000	\$5,000	\$5,000
TOTAL PROBATE COURT			\$26,745	\$35,500	\$35,500	\$37,250	\$37,250

General Government - (continued)

REGISTRARS OF VOTERS

Office: 860-584-6165

Sharon Krawiecki, Republican Registrar of Voters

Kevin McCauley, Democratic Registrar of Voters

sharonkrawiecki@bristolct.gov

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 integrity include maintaining an accurate voter registry, assuring voter privacy, employing well-trained poll workers and providing accurate election results. Maintaining an accurate voter registry is essential to provide citizens access to vote and to uphold confidence in voting integrity. This includes registering new residents as well as those who have come of age, removing electors who are deceased or have moved out of town, purging electors who have been inactive and changing addresses, names or party affiliation for Bristol electors. Employing qualified, well-trained poll workers is essential to assuring voter privacy and providing accurate election results.

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 2015 Major Service Level Accomplishments

- Election Day Registration program was utilized, garnering 209 new registrations
- Trained moderators and assistant registrars on the Elections Emergency Contingency program
- Completed a canvass of 1,851 voters to determine current voting residence
- Processed 5,804 voter registration additions, removals, and address, name or party affiliation changes
- Completed an inventory of over 30,000 voter registration cards
- Conducted mock elections at Bristol Eastern and Bristol Central High Schools prior to the 2014 gubernatorial election

Fiscal Year 2016 Major Service Level Goals

- Continue to plan for an increase in the number of citizens who will participate in Election Day Registration for the 2016 presidential election
- Process voters using electronic poll book technology at all polling locations
- Replace 44 outdated memory cards with technically advanced cards

Long-Term Goals and Issues

- Support and assist in statewide efforts to employ the latest technology in all aspects of election administration
- Report accurate and immediate election results
- Conduct more efficient ballot audits with newest available technology

**Program Summaries-
General Government**

General Government - (continued)

- Continue sworn duties and responsibilities to the electorate in a non-partisan manner, independent of control and completely impartial

Performance Measures

		Gubernatorial Election 2014	
Polling Location		Eligible Voters	Number Voted*
77-01 Edgewood School		3,822	2,175
77-02 Northeast School		3,970	2,527
77-03 Mountain View School		3,599	2,134
77-04 Bristol Eastern High School		2,078	1,198
78-01 Chippens Hill Middle School		3,490	2,170
78-02 West Bristol School		3,340	1,753
79-01 South Side School		3,887	2,018
79-02 B.P.O. Elk's Lodge #1010		3,320	1,559
79-03 Greene-Hills School		4,212	2,301
Absentee Voters	710		
Election Day Registration – City Hall	209		
TOTALS	919	31,718	17,835
*Includes Absentee & EDR Voters			

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

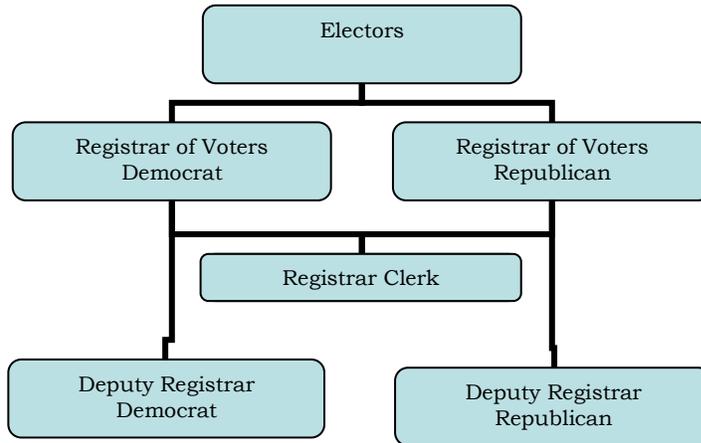
**Program Summaries-
General Government**

General Government - (continued)

Expenditure and Position Summary

	2014 Actual	2015 Estimated	2016 Budget
Salary Expenditures	\$139,906	\$180,686	\$200,245
Full time Positions	3	3	3

Organizational Chart



Budget Highlights

0011013 REGISTRARS OF VOTERS

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2013-2014	ORIGINAL BUDGET 2014-2015	REVISED BUDGET 2014-2015	BUDGET REQUEST 2015-2016	JOINT BOARD 2015-2016
SALARIES							
514000		REGULAR WAGES	\$134,280	\$134,655	\$136,055	\$137,325	\$137,325
515100		OVERTIME WAGES	1,638	2,000	2,000	2,000	2,000
515200		PART TIME WAGES	3,193	4,500	41,690	60,000	60,000
517000		OTHER WAGES	795	900	941	920	920
TOTAL SALARIES			\$139,906	\$142,055	\$180,686	\$200,245	\$200,245
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$20,637	\$65,000	\$32,810	\$5,000	\$5,000
531140		TRAINING	630	600	600	600	600
544400		RENTS AND LEASES	250	750	500	750	750
553000		TELEPHONE	56	500	100	400	400
553100		POSTAGE	5,086	4,500	4,500	4,500	4,500
554000		TRAVEL REIMBURSEMENT	763	1,000	1,000	750	750
555000		PRINTING AND BINDING	7,816	13,000	11,750	10,000	10,000
581120		CONFERENCES AND MEMBERSHIPS	0	0	0	1,200	1,200
581122		DEMOCRAT	395	455	455	0	0
581124		REPUBLICAN	455	455	455	0	0
TOTAL CONTRACTUAL SERVICES			\$36,088	\$86,260	\$52,170	\$23,200	\$23,200
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES AND MATERIALS	\$2,581	\$9,000	\$11,735	\$16,950	\$16,950
561800		PROGRAM SUPPLIES	893	750	750	500	500
569000		OFFICE SUPPLIES	554	1,500	1,500	1,500	1,500
TOTAL SUPPLIES AND MATERIALS			\$4,028	\$11,250	\$13,985	\$18,950	\$18,950
CAPITAL OUTLAY							
579999		EQUIPMENT	\$0	\$0	\$0	\$36,400	\$36,400
TOTAL CAPITAL OUTLAY			\$0	\$0	\$0	\$36,400	\$36,400
TOTAL REGISTRARS OF VOTERS			\$180,022	\$239,565	\$246,841	\$278,795	\$278,795

ASSESSOR

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

Service Narrative

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

Real property is all land and building improvements located within the City limits. Taxation is based on the assessed value established during the last revaluation. 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. Fifteen accounts were audited in the past calendar year along with ESPN manufacturers' machinery and equipment filing. Results from these audits indicate an \$8.3 million increase in assessment resulting in over \$261,000 in additional revenue.

The motor vehicle list is developed with the help of the Department of Motor Vehicles. 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 and developed to this information. The values are based on "clean" retail value from the National Automobile Dealers Association price guides, as recommended to the Office of Policy & Management by the Connecticut Association of Assessing Officers.

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

The Assessor's Office implemented an in house revaluation January 31st 2013 for the 2012 grand list. Staff engages tremendous effort researching requests for City residents and accomplishes this in a professional, courteous, and timely manner. Office functions are governed by Connecticut General Statutes and the City Charter relating to property valuation and exemption implementation. The office mission is to maintain equity among property owners within office policy guidelines governed by the aforementioned laws.

**Program Summaries-
General Government**

General Government - (continued)

Fiscal Year 2015 Major Service Level Accomplishments

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

Fiscal Year 2016 Major Service Level Goals

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

Long-Term Goals and Issues

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

Performance Measures

FY/Grand List Date	FY2013 10/1/12	FY2014 10/1/13	FY2015 10/1/14
Gross Assessed Value	\$4,003,522,190	\$4,067,924,600	\$4,136,272,964
Estimated Actual Value	\$5,719,317,414	\$5,811,320,857	\$5,908,961,377

Grand List Totals – October 1, 2014

	Gross Assessment	Exemptions	Net Assessment
Real Estate	\$3,649,356,797	\$462,179,728	\$3,187,177,069
Personal Property	\$528,948,250	\$264,001,614	\$264,946,636
Motor Vehicle	\$375,568,307	\$3,420,010	\$372,148,297
Totals	\$4,136,272,964	\$312,000,962	\$3,824,272,002

**Program Summaries-
General Government**

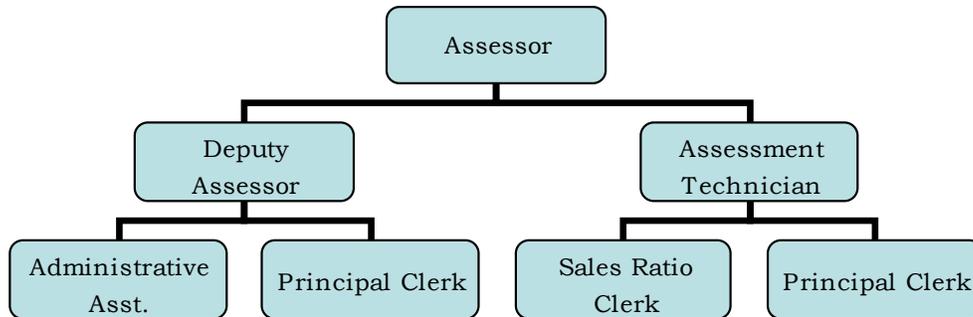
General Government - (continued)

2014 Grand List Statistical Data	Count
Building Permits and Value inspections serviced 7/2014 – 6/30/2015	Inspections 1,275
Certificate of Occupancy Issued (New Construction) 7/2014 – 7/1/2015	22
Elderly Applications Taken	337
Renters Applications Taken 4/1/15 through 6/18/15 ends 10/1/15	707
Real Estate Transfers	1,009
Veterans, Blind and Disabled Applications	869

Expenditure and Position Summary

	2014 Actual	2015 Estimated	2015 Budget
Salary Expenditures	\$338,810	\$365,335	\$356,510
Full time Positions	7	6	6

Organizational Chart



**Program Summaries-
General Government**

General Government - (continued)

Budget Highlights

0011014 **ASSESSORS**

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2013-2014	ORIGINAL BUDGET 2014-2015	REVISED BUDGET 2014-2015	BUDGET REQUEST 2015-2016	JOINT BOARD 2015-2016
SALARIES							
514000		REGULAR WAGES	\$336,129	\$365,295	\$356,795	\$351,510	\$351,510
515100		OVERTIME	406	1,500	4,540	4,000	4,000
517000		OTHER WAGES	2,275	1,000	4,000	1,000	1,000
TOTAL SALARIES			\$338,810	\$367,795	\$365,335	\$356,510	\$356,510
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$6,009	\$12,500	\$12,500	\$25,000	\$25,000
553000		TELEPHONE	87	250	250	250	250
553100		POSTAGE	2,684	2,650	3,150	2,680	2,680
554000		TRAVEL REIMBURSEMENT	2,735	3,250	3,250	3,280	3,280
555000		PRINTING AND BINDING	1,404	2,500	2,500	2,500	2,500
557700		ADVERTISING	24	175	175	180	180
581100		DUES AND FEES	779	1,500	1,500	1,700	1,700
581120		CONFERENCES AND MEMBERSHIPS	1,866	1,100	1,100	1,200	1,200
581135		SCHOOLING AND EDUCATION	453	1,500	3,500	2,000	2,000
TOTAL CONTRACTUAL SERVICES			\$16,041	\$25,425	\$27,925	\$38,790	\$38,790
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$1,199	\$1,500	\$1,500	1,520	\$1,520
569000		OFFICE SUPPLIES	480	600	600	600	600
TOTAL SUPPLIES AND MATERIALS			\$1,679	\$2,100	\$2,100	\$2,120	\$2,120
TOTAL ASSESSORS			\$356,530	\$395,320	\$395,360	\$397,420	\$397,420

BOARD OF ASSESSMENT APPEALS

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

Service Narrative

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

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

Fiscal Year 2015 Major Service Level Accomplishments

- The Board met two times during March 2015 to hear appeals on the October 1, 2014 grand list and will meet once in September 2015 to hear Motor Vehicle appeals on the October 1, 2014 Grand List. The Board heard appeals as a group and deliberated as a unit to make their decisions. Each person who made an appeal was notified of the Board's decision well within the time period mandated by law
- Website availability of board meeting minutes and appeal forms

**Program Summaries-
General Government**

General Government - (continued)

Fiscal Year 2016 Major Service Level Goals

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

Long-Term Goals and Issues

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

Performance Measures

Grand List Year	Number	Appeals Heard	Number Granted	Number Denied
2012	115	Real Estate	56	55
	1	Motor Vehicle (appeals through 9/2013)	1	0
	3	Personal Property	2	1
2013	29	Real Estate	16	13
	19	Motor Vehicle (ongoing appeals 9/2014)	17	2
	5	Personal Property	2	3
2014	44	Real Estate	13	31
		Motor Vehicle (ongoing appeals 9/2015)		
	5	Personal Property	4	1

**Program Summaries-
General Government**

General Government - (continued)

Budget Highlights

0011015 BOARD OF ASSESSMENT APPEALS

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2013-2014	ORIGINAL BUDGET 2014-2015	REVISED BUDGET 2014-2015	BUDGET REQUEST 2015-2016	JOINT BOARD 2015-2016
SALARIES							
515100		OVERTIME	\$642	\$900	\$900	\$950	\$950
515200		PART TIME	3,756	3,760	3,760	3,760	3,760
TOTAL SALARIES			\$4,398	\$4,660	\$4,660	\$4,710	\$4,710
CONTRACTUAL SERVICES							
553100		POSTAGE	\$38	\$205	\$205	\$205	\$205
557700		ADVERTISING	169	175	175	175	175
581120		CONFERENCES AND MEMBERSHIPS	100	0	0	0	0
TOTAL CONTRACTUAL SERVICES			\$307	\$380	\$380	\$380	\$380
SUPPLIES AND MATERIALS							
569000		OFFICE SUPPLIES	\$63	\$200	\$200	\$200	\$200
TOTAL SUPPLIES AND MATERIALS			\$63	\$200	\$200	\$200	\$200
TOTAL BOARD OF ASSESSMENT APPEALS			\$4,768	\$5,240	\$5,240	\$5,290	\$5,290

Board of Assessment Appeals Members

Term Expiration

Stacey Raymond, Chairperson
Mary Alford
Shirley Salvatore

11/2015
11/2015
11/2015

TAX COLLECTOR

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

Service Narrative

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

Fiscal Year 2015 Major Service Level Accomplishments

- Streamlined office staffing by decreasing one full time position to a part time position
- Updated credit card acceptance parameters
- Underwent major billing system conversion
- Met budgeted tax collections

**Program Summaries-
General Government**

General Government - (continued)

Fiscal Year 2016 Major Service Level Goals

- To collaborate with credit card vendor in an attempt to maximize evolving technology and enhance options to taxpayers
- To continue working with new billing software vendor to clean up loose ends since conversion
- To begin processing motor vehicle clearances in real time via new DMV portal
- To exceed budgeted tax collection projections

Long-Term Goals and Issues

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

Performance Measures

	Grand List 2011 Est. (in thousands)	Grand List 2012 Est. (in thousands)	Grand List 2013 Est. (in thousands)
Tax Levy	\$125,055	\$127,580	\$134,192
Amount Collected	\$123,492	\$125,620	\$131,572
Percentage Collected	98.75%	98.46%	98.04%

Transactions	Amount Collected
Credit Card Transactions Online	\$4,165,574.65
Number of Vehicles Booted	131

Online Credit Card Transaction by Month- 2014 Calendar Year

Month	Amount Collected	Month	Amount Collected
January	\$393,425.93	July	\$919,392.83
February	\$438,218.79	August	\$410,926.83
March	\$327,187.42	September	\$252,446.16
April	\$107,074.45	October	\$169,381.57
May	\$44,777.05	November	\$141,012.79
June	\$49,436.95	December	\$234,793.95

Indirect Collections Attributed to Boot

Approximately \$242,000

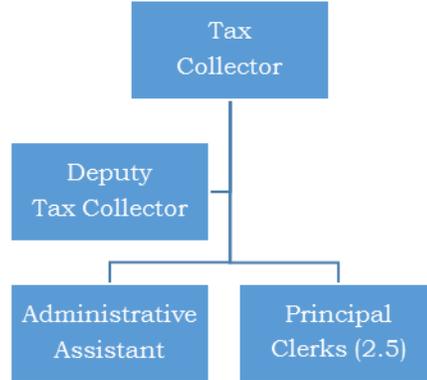
Expenditure and Position Summary

	2014 Actual	2015 Estimated	2016 Budget
Salary Expenditures	\$287,700	\$277,145	\$293,325
Full time Positions	6	5	5.5

**Program Summaries-
General Government**

General Government - (continued)

Organizational Chart



Budget Highlights

0011016 TAX COLLECTOR

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2013-2014	ORIGINAL BUDGET 2014-2015	REVISED BUDGET 2014-2015	BUDGET REQUEST 2015-2016	JOINT BOARD 2015-2016
SALARIES							
514000		REGULAR WAGES	\$287,700	\$295,710	\$266,995	\$273,255	\$273,255
515100		OVERTIME	0	100	100	100	100
515200		PART TIME	0	0	10,000	19,920	19,920
517000		OTHER WAGES	0	50	50	50	50
TOTAL SALARIES			\$287,700	\$295,860	\$277,145	\$293,325	\$293,325
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$11,692	\$14,450	\$14,450	\$14,450	\$14,450
531105		DELINQUENT TAX COLLECTION	14,513	14,500	14,500	14,500	14,500
543000		REPAIRS AND MAINTENANCE	140	100	100	100	100
544400		RENTALS	268	260	260	260	260
553000		TELEPHONE	83	125	125	125	125
553100		POSTAGE	35,956	41,450	41,450	39,000	39,000
554000		TRAVEL REIMBURSEMENT	0	180	180	180	180
555000		PRINTING AND BINDING	17,726	19,000	19,000	21,450	21,450
557700		ADVERTISING	331	370	370	370	370
581120		CONFERENCES AND MEMBERSHIPS	165	390	385	390	390
581135		SCHOOLING AND EDUCATION	175	650	655	1,000	1,000
581150		ANNUAL BOND	0	4,050	4,050	4,050	4,050
TOTAL CONTRACTUAL SERVICES			\$81,049	\$95,525	\$95,525	\$95,875	\$95,875
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$133	\$430	\$430	\$430	\$430
569000		OFFICE SUPPLIES	263	300	300	300	300
TOTAL SUPPLIES AND MATERIALS			\$396	\$730	\$730	\$730	\$730
TOTAL TAX COLLECTOR			\$369,145	\$392,115	\$373,400	\$389,930	\$389,930

PURCHASING

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

Service Narrative

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

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

Fiscal Year 2015 Major Service Level Accomplishments

- Developed policies and procedures relative to disposal of real estate properties, incorporated into the Code of Ordinances
- Developed new purchasing guidelines, incorporating new sections for code enforcement activities, snow clearing operations, handling of real estate, and credit card processing
- Coordinated contracting activity for roof replacement projects at Board of Education Administration Office, Northeast Middle School, Water Pollution Control Facility, and Public Works Facility
- Assisted in the acquisition of and maintenance program for street lighting
- Assisted in energy efficiency contracting efforts through the Mayor's Task Force on Energy Efficiency
- Established contracts for on-call services relative to new code enforcement initiatives

Fiscal Year 2016 Major Service Level Goals

- Improve processing methods within the MUNIS accounting system as they relate to purchasing activity and vendor controls
- Coordinate contracting activity for construction of phosphorus reduction technologies at the Wastewater Treatment Facility
- Provide support toward replacement of radio communications system and telephone systems at City buildings
- Provide support toward development of energy efficiency initiatives

Long-Term Goals and Issues

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

**Program Summaries-
General Government**

General Government - (continued)

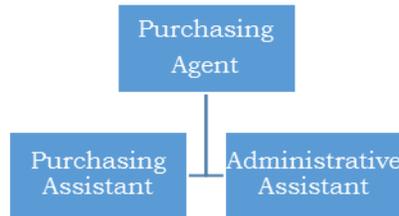
Performance Measures

	Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015
Total # of sealed bids issued:	107	110	115
Total # of Request for Proposals:	24	14	31
Total # of purchase orders issued:	7,448	7,427	7,846
Total value of purchase orders issued:	\$60,640,582	\$65,424,833	\$62,840,145

Expenditure and Position Summary

	2013 Actual	2014 Estimated	2015 Budget
Salary Expenditures	\$168,230	\$172,045	\$177,140
Full time Positions	3	3	3

Organizational Chart



Budget Highlights

0011017 PURCHASING

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2013-2014	ORIGINAL BUDGET 2014-2015	REVISED BUDGET 2014-2015	BUDGET REQUEST 2015-2016	JOINT BOARD 2015-2016
SALARIES							
514000		REGULAR WAGES	\$167,182	\$167,695	\$171,045	\$176,140	\$176,140
517000		OTHER WAGES	1,048	1,000	1,000	1,000	1,000
TOTAL SALARIES			\$168,230	\$168,695	\$172,045	\$177,140	\$177,140
CONTRACTUAL SERVICES							
531140		TRAINING	\$177	\$300	\$300	\$300	\$300
543000		REPAIRS AND MAINTENANCE	0	100	100	100	100
553000		TELEPHONE	135	250	250	150	150
553100		POSTAGE	1,066	1,000	1,000	1,000	1,000
554000		TRAVEL REIMBURSEMENT	68	100	100	100	100
555000		PRINTING AND BINDING	873	1,000	1,000	1,000	1,000
557700		ADVERTISING	3,282	5,000	5,000	5,000	5,000
581120		CONFERENCES AND MEMBERSHIPS	1,306	1,230	1,230	835	835
581150		MISCELLANEOUS BOND EXPENSE	75	75	75	75	75
TOTAL CONTRACTUAL SERVICES			\$6,982	\$9,055	\$9,055	\$8,560	\$8,560
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$0	\$175	\$175	\$0	\$0
569000		OFFICE SUPPLIES	322	325	325	325	325
TOTAL SUPPLIES AND MATERIALS			\$322	\$500	\$500	\$325	\$325
TOTAL PURCHASING			\$175,534	\$178,250	\$181,600	\$186,025	\$186,025

COMPTROLLER'S OFFICE

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

Service Narrative

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

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

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

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

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

Fiscal Year 2015 Major Service Level Accomplishments

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

Fiscal Year 2016 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

**Program Summaries-
General Government**

General Government - (continued)

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

Performance Measures

Quantitative:

Category	2012-2013	2013-2014	2014-2015
# of Invoices Paid	34,317	38,368	40,154
# of Payroll Checks Issued	67,125	67,506	67,681

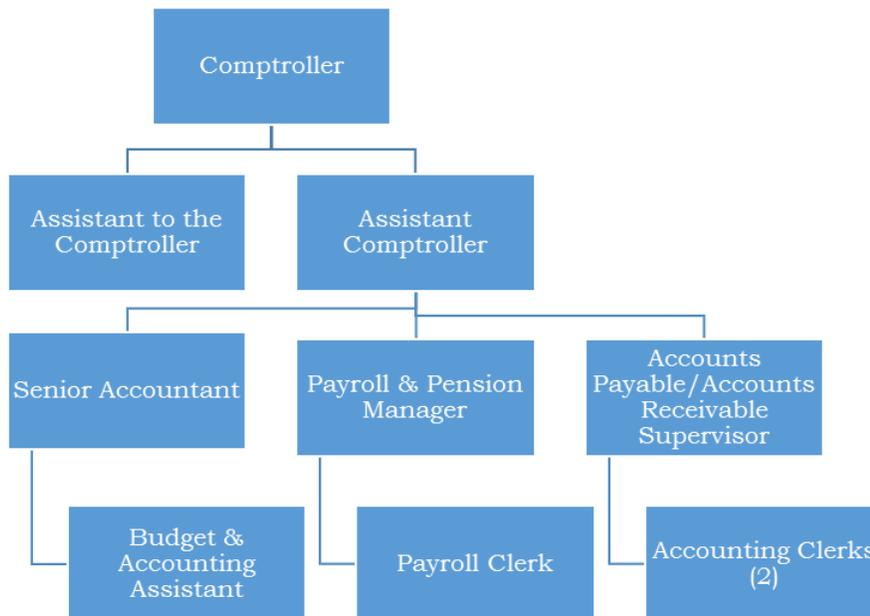
Qualitative:

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

	2014 Actual	2015 Estimated	2016 Budget
Salary Expenditures	\$617,640	\$661,125	\$688,910
Full Time Positions	11	11	11

Organizational Chart



**Program Summaries-
General Government**

General Government - (continued)

Budget Highlights

0011018 **COMPTROLLER**

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2013-2014	ORIGINAL BUDGET 2014-2015	REVISED BUDGET 2014-2015	BUDGET REQUEST 2015-2016	JOINT BOARD 2015-2016
SALARIES							
514000		REGULAR WAGES	\$608,175	\$653,470	\$655,040	\$681,680	\$681,680
515100		OVERTIME	1,326	2,500	2,550	2,500	2,500
517000		OTHER WAGES	8,139	3,535	3,535	4,730	4,730
TOTAL SALARIES			\$617,640	\$659,505	\$661,125	\$688,910	\$688,910
CONTRACTUAL SERVICES							
543000		REPAIRS AND MAINTENANCE	\$0	\$200	\$200	\$200	\$200
544400		RENTALS	2,397	2,400	2,400	2,400	2,400
553000		TELEPHONE	88	175	175	100	100
553100		POSTAGE	2,621	2,800	2,800	2,800	2,800
554000		TRAVEL REIMBURSEMENT	137	75	75	150	150
555000		PRINTING AND BINDING	2,601	2,200	2,200	2,200	2,200
557700		ADVERTISING	1,259	1,800	1,800	1,800	1,800
581120		CONFERENCES AND MEMBERSHIPS	2,753	2,800	2,800	4,040	4,040
581150		MISCELLANEOUS BOND EXPENSE	220	220	220	220	220
TOTAL CONTRACTUAL SERVICES			\$12,076	\$12,670	\$12,670	\$13,910	\$13,910
SUPPLIES AND MATERIALS							
569000		OFFICE SUPPLIES	\$1,076	\$1,400	\$1,400	\$1,400	\$1,400
TOTAL SUPPLIES AND MATERIALS			\$1,076	\$1,400	\$1,400	\$1,400	\$1,400
TOTAL COMPTROLLER			\$630,792	\$673,575	\$675,195	\$704,220	\$704,220

TREASURER

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

Service Narrative

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

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

General Government - (continued)

Fiscal Year 2015 Major Service Level Accomplishments

- Maximized return of liquid funds in a very low interest rate environment. Actual interest income exceeded budget by 62%
- Developed a liquidity fund to manage the City's pension payments
- Transitioned to a new banking services relationship that will minimize banking costs and improve operational efficiency
- Limited the City's short term investment exposure to credit and custodial risk by utilizing a secured municipal account, AAA rated asset management investment pools and laddering CD's
- Continued to coordinate with various departments currently not accepting credit cards or ACH to implement a credit card and/or ACH payment system for the services that they offer
- Continued to provide various forms to pensioners on the City's website to help pensioners change their state and federal taxes, direct deposit and notification of an address change
- Continued to educate pensioners on City provided health care options and changes

Fiscal Year 2016 Major Service Level Goals

- To continue to review the City's current banking services relationship in order to minimize banking costs and improve operational efficiency
- To develop a cash management policy to securely deposit City funds at the bank by enlisting Dunbar Armored, Inc. to guarantee deposits are transported with no risk to the City or its employees.
- To review and update the Investment Policy Statement for the City's retirement plan
- To continue to develop a liquidity fund to help manage payments of City pension to beneficiaries in a manner that is more efficient and reduces the current demand on the core assets of the City's pension system
- To meet the City's operational investment policy objectives and to continue to limit the City's short term investment exposure to credit and custodial risk through on-going evaluation and utilization of bank programs, pre-qualifying financial institutions, diversification of the investment portfolio and the use of asset management investment pools and fixed income securities market managers
- To manage the portfolio with the objective of exceeding the average of three-month U.S. Treasury Bill rates for the equivalent period. This index is considered a benchmark for near risk less investment transactions and, therefore, comprises a minimum standard for the portfolio's rate of return
- To continuously improve departmental processes and procedures to achieve an efficient flow of documents and work toward a paperless environment by increasing the use of tools such as: remote depositing, web-site communication, credit card payments, direct deposit, ACH/wiring of transactions, and laserfiche to store information in accordance with State statute

**Program Summaries-
General Government**

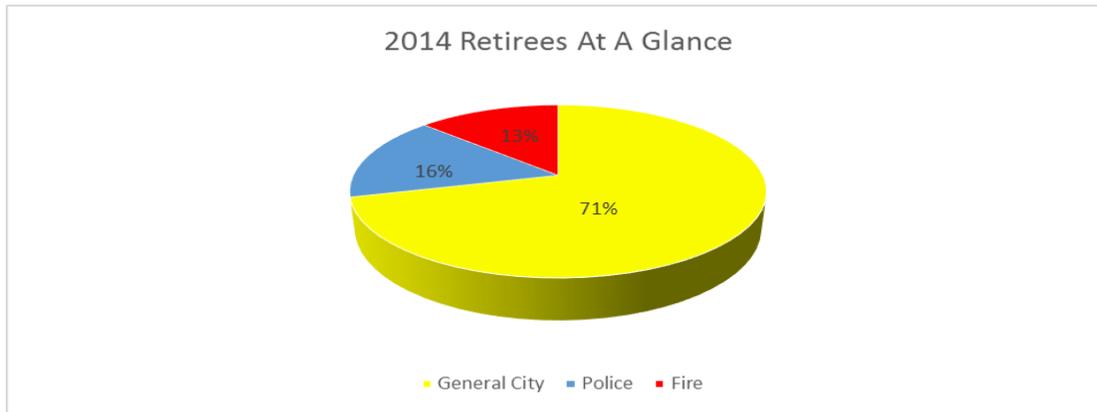
General Government - (continued)

Long-Term Goals and Issues

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

Performance Measures

	2012 No. of Retirees	Amount Paid	2013 No. of Retirees	Amount Paid	2014 No. of Retirees	Amount Paid
General City Retirement System	507	\$10,538,836	531	\$11,289,617	524	\$12,039,643
Firefighter's Benefit Fund	97	\$3,331,865	99	\$3,633,701	97	\$3,768,566
Police Benefit Fund	116	\$4,621,882	120	\$5,219,283	117	\$5,336,347
Total	720	\$18,492,583	750	\$20,142,601	738	\$21,144,556



	FY 12-13	FY 13-14	FY 14-15
Number of 1099R's Issued	738	769	795
Long-Term Debt Schedule			
Principal	\$6,965,000	\$6,870,000	\$6,665,000
Interest	\$3,078,656	\$2,794,839	\$2,525,139
Total Long-term Outstanding Debt	\$78,445,000	\$71,575,000	\$64,910,000
Bond Anticipation Notes Outstanding	\$5,810,000	\$5,300,000	\$4,700,000

Expenditure and Position Summary

	2014 Actual	2015 Estimated	2016 Budget
Salary Expenditures	\$111,672	\$117,230	\$122,570
Full Time Positions	3	3	3
Part Time Positions	1	1	1

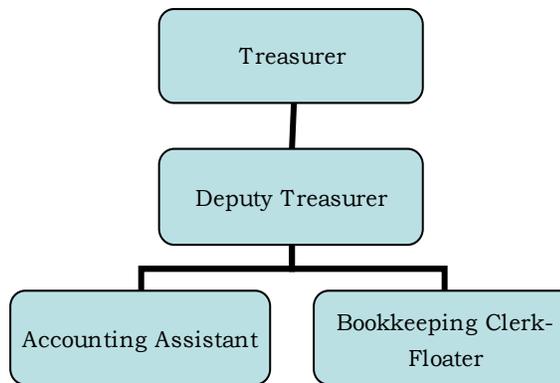
**Program Summaries-
General Government**

General Government - (continued)

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

The average rate of return on investments continued to drop over the last year. The City’s portfolio earned an average of 32 basis points (BP) for fiscal year 2014, up 3 BP from the prior fiscal year. The City outperformed the three-month U.S. Treasury Bill which averaged 3 BP. The Federal funds interest rate continues to remain low and at June 30, 2012, 2013 and 2014 it was 14 BP, 7 BP and 9 BP, respectively. The Federal funds rate is the rate at which depository institutions lend Federal Reserve balances to other depository institutions, usually overnight rate and is considered to be a low risk to near risk-free rate to measure against. The Federal Funds interest rate is determined by the members of the Federal Open Market Committee and since June 17, 2015, the Committee has set the target rate low, ranging from zero to 0.25 BP.

Organizational Chart



Budget Highlights

0011019 TREASURER

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2013-2014	ORIGINAL BUDGET 2014-2015	REVISED BUDGET 2014-2015	BUDGET REQUEST 2015-2016	JOINT BOARD 2015-2016
SALARIES							
514000		REGULAR WAGES	\$106,423	\$109,305	\$111,965	\$117,270	\$117,270
515200		PART TIME	5,249	5,265	5,265	5,300	5,300
TOTAL SALARIES			\$111,672	\$114,570	\$117,230	\$122,570	\$122,570
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$0	\$0	\$800	\$800	\$800
543000		REPAIRS AND MAINTENANCE	0	150	150	150	\$150
553000		TELEPHONE	41	120	120	120	120
553100		POSTAGE	3,395	4,200	4,200	4,300	4,300
554000		TRAVEL REIMBURSEMENT	660	500	500	700	700
555000		PRINTING AND BINDING	49	0	0	0	0
581120		CONFERENCES AND MEMBERSHIPS	180	240	240	240	240
581150		MISCELLANEOUS BOND EXPENSE	300	300	300	300	300
581400		BANK CHARGES	1,686	40,000	39,200	35,000	35,000
TOTAL CONTRACTUAL SERVICES			\$6,311	\$45,510	\$45,510	\$41,610	\$41,610
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$193	\$0	\$0	\$0	\$0
569000		OFFICE SUPPLIES	230	560	560	560	560
TOTAL SUPPLIES AND MATERIALS			\$423	\$560	\$560	\$560	\$560
TOTAL TREASURER			\$118,406	\$160,640	\$163,300	\$164,740	\$164,740

MANGEMENT INFORMATION SYSTEMS

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

Service Narrative

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

Fiscal Year 2015 Major Service Level Accomplishments

- Started replacement of Phone systems at City Hall and BOE Administration Building
- Expanded WiFi network into several City Locations
- Furthered the Citywide GIS development
- Assisted in planning the replacement of the City’s Radio Communications System
- Completed upgrade to the MUNIS Financial System

Fiscal Year 2016 Major Service Level Goals

- Bring Citywide GIS system to production
- Continue the replacement of telephones at several City and School locations
- Expand WiFi into public spaces
- Develop a 5-year technology plan
- Upgrade Server Operating Systems
- Upgrade Groupwise Email System
- Implement Email Archiving System

Long-Term Goals and Issues

- Assist in the replacement of the City’s Radio Communications System
- Expand Wireless network throughout City to include outside Wifi Network
- Continue to find cost saving measures through technology

Performance Measures

Quantitative: Breakdown of City’s Computers			
Facility	# of Computers	Board of Education	# of Computers
City Hall	105	Administration	191
Police Dept	120	Bristol Central H.S.	577
Fire Dept.	27	Bristol Eastern H.S.	531
Main Library	105	Middle Schools/ K-8	1151
Manross Library	19	Elementary Schools	964
Other	<u>95</u>	Special Services	<u>110</u>
Totals:	471	Totals:	3,524
Grand Total: 3,995			

**Program Summaries-
General Government**

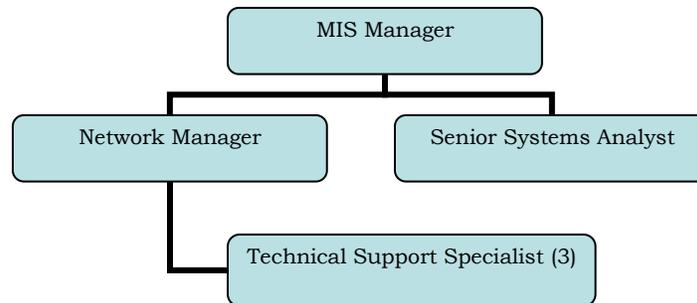
General Government - (continued)

Total Computers:		
FY 2013: 2,742	FY 2014: 3,995	FY 2015: 3,995

Expenditure and Position Summary

	2014 Actual	2015 Estimated	2016 Budget
Salary Expenditures	\$517,530	\$531,665	\$486,145
Full time Positions	7	7	6

Organizational Chart



Budget Highlights

0011020 INFORMATION SYSTEMS

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2013-2014	ORIGINAL BUDGET 2014-2015	REVISED BUDGET 2014-2015	BUDGET REQUEST 2015-2016	JOINT BOARD 2015-2016
SALARIES							
514000		REGULAR WAGES	\$512,613	\$514,490	\$526,830	\$481,240	\$481,240
515100		OVERTIME	0	250	250	250	250
517000		OTHER WAGES	4,917	4,585	4,585	4,655	4,655
TOTAL SALARIES			\$517,530	\$519,325	\$531,665	\$486,145	\$486,145
CONTRACTUAL SERVICES							
531140		TRAINING	\$9,640	\$1,000	\$6,360	\$2,000	\$2,000
543000		REPAIRS AND MAINTENANCE	212,030	252,000	252,000	286,465	286,465
543010		FIBER LINE	5,956	15,000	15,000	10,000	10,000
543110		MAJOR COMPUTER EQUIPMENT REPAIRS	1,784	3,000	3,000	2,000	2,000
553000		TELEPHONE	13,257	14,160	14,160	14,160	14,160
553100		POSTAGE	0	50	50	50	50
554000		TRAVEL REIMBURSEMENT	562	1,000	1,000	1,000	1,000
581120		CONFERENCES AND MEMBERSHIPS	195	335	335	2,000	2,000
TOTAL CONTRACTUAL SERVICES			\$243,424	\$286,545	\$291,905	\$317,675	\$317,675
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$9,015	\$15,000	\$15,560	\$10,000	\$10,000
569000		OFFICE SUPPLIES	16	250	250	250	250
TOTAL SUPPLIES AND MATERIALS			\$9,031	\$15,250	\$15,810	\$10,250	\$10,250
CAPITAL OUTLAY							
570900	15008	OTHER CAP OUTLAY	\$0	\$0	\$50,000	\$44,200	\$44,200
579999		EQUIPMENT	0	0	0	30,000	30,000
TOTAL CAPITAL OUTLAY			\$0	\$0	\$50,000	\$74,200	\$74,200
TOTAL INFORMATION SYSTEMS			\$769,985	\$821,120	\$889,380	\$888,270	\$888,270

PERSONNEL

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

Service Narrative

The department provides a number of services including recruiting, reviewing employment applications, interviewing and hiring, and administering entry level, lateral and promotional testing for open positions. 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.

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 2015 Major Service Level Accomplishments

- Conducted 36 general recruitment processes, 2 police promotional processes, and two fire promotional processes
- Completed contract negotiations with Local #233, Local #1338 and BPSA
- Assisted with coordination of City Wellness Program
- Updated Personnel Policies and Procedures
- Co-facilitated employee training on Active Shooter Situation Response with Bristol Police Department
- Expanded automated recruitment efforts through Appli-Track Online Application System to Police and Fire promotional processes

Fiscal Year 2016 Major Service Level Goals

- To complete contract negotiations with Police and Fire Unions
- To transition the administration of employee and retiree health insurance benefits from the Comptroller's Office to the Personnel Department
- To continue to review positions/vacancies and make recommendations for efficiencies, restructuring, and consolidation as appropriate;
- To continue to review Personnel-related policies and procedures and update as appropriate
- To further advance the City's wellness initiative through employee education, activities and events
- To further automate recruitment efforts through enhanced use of Appli-Track Online Application System to include more internal recruitments

**Program Summaries-
General Government**

General Government - (continued)

Performance Measures

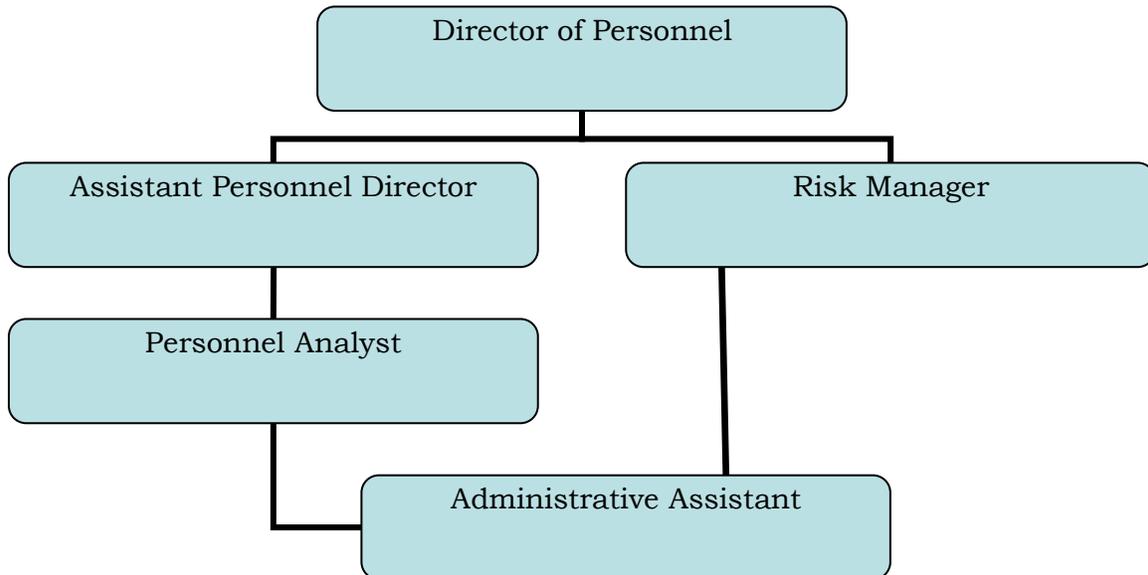
Quantitative:

Activity	Calendar 2012 Actual	Calendar 2013 Actual	Calendar 2014 Actual
Number of OSHA reportable Workers Compensation Claims	79	60	75
Lost Time Days	404	460	627
Grievances heard	18	17	18
Employees hired (excluding seasonal & temporary)	27	33	48

Expenditure and Position Summary

	2014 Actual	2015 Estimated	2016 Budget
Salary Expenditures	\$402,550	\$406,090	\$423,505
Full Time Positions	6	5	5

Organizational Chart



**Program Summaries-
General Government**

General Government - (continued)

Budget Highlights

0011021 PERSONNEL DEPARTMENT

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2013-2014	ORIGINAL BUDGET 2014-2015	REVISED BUDGET 2014-2015	BUDGET REQUEST 2015-2016	JOINT BOARD 2015-2016
SALARIES							
514000		REGULAR WAGES	\$398,731	\$401,350	\$393,865	\$421,290	\$421,290
515100		OVERTIME	1,257	1,000	1,000	1,000	1,000
515200		PART TIME	0	0	10,010	0	0
517000		OTHER WAGES	2,562	1,215	1,215	1,215	1,215
TOTAL SALARIES			\$402,550	\$403,565	\$406,090	\$423,505	\$423,505
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$50,864	\$75,000	\$101,905	\$75,000	\$75,000
531145		APPLITRAK	2,900	2,900	3,045	3,260	3,260
543000		REPAIRS AND MAINTENANCE	27	150	150	150	150
543100		MOTOR VEHICLE SERVICE AND REPAIR	0	200	200	200	200
553000		TELEPHONE	119	200	200	200	200
553100		POSTAGE	763	800	800	800	800
554000		TRAVEL REIMBURSEMENT	70	200	200	200	200
555000		PRINTING AND BINDING	600	600	600	600	600
557700		ADVERTISING	13,433	12,000	17,500	13,500	13,500
581120		CONFERENCES AND MEMBERSHIPS	754	1,250	1,250	1,000	1,000
581135		SCHOOLING AND EDUCATION	100	4,000	4,000	4,000	4,000
TOTAL CONTRACTUAL SERVICES			\$69,630	\$97,300	\$129,850	\$98,910	\$98,910
PROFESSIONAL SERVICES							
531300		PRE-EMPLOYMENT EXAMINATIONS	\$5,455	\$5,000	\$9,500	\$6,000	\$6,000
TOTAL PROFESSIONAL SERVICES			\$5,455	\$5,000	\$9,500	\$6,000	\$6,000
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$4,216	\$4,000	\$3,855	\$3,855	\$3,855
562600		MOTOR FUELS	52	300	300	300	300
569000		OFFICE SUPPLIES	756	1,000	1,000	1,000	1,000
570900	14015	GO-DOCS	13,650	0	9,500	0	0
589100		EMPLOYEE MISC	0	1,000	1,000	1,000	1,000
TOTAL SUPPLIES AND MATERIALS			\$18,674	\$6,300	\$15,655	\$6,155	\$6,155
CAPITAL OUTLAY							
570900	15016	OTHER CAP OUTLAY	\$0	\$0	\$6,300	\$0	\$0
TOTAL CAPITAL OUTLAY			\$0	\$0	\$6,300	\$0	\$0
TOTAL PERSONNEL DEPARTMENT			\$496,309	\$512,165	\$567,395	\$534,570	\$534,570

CORPORATION COUNSEL

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

Service Narrative

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

General Government - (continued)

Fiscal Year 2014 Major Service Level Accomplishments

- Brownfields initiatives, including creation and support of Bristol Property Renewal Corporation as they relate to Middle Street, Riverside Avenue and East Main Street properties
- Completion of Charter Revision including review of entire Charter of the City scheduled for ballot November 2013
- Provided assistance to the City Council Real Estate, Ordinance and Marketing Committees
- Negotiated Chief of Police contract
- Revised and added to the Code of Ordinances and related research
- Monitored all tax foreclosures, mortgage foreclosures and other various collection matters
- Prepared documents for acquisition and disposition of City's real estate
- Assisted Code Enforcement Committee and related departments, and commenced code enforcement litigation
- Provided legal assistance to Budget and Efficiency Task Force
- Prepared and reviewed contracts, agreements and grant applications
- Legal assistance to consolidation/privatization efforts, as necessary
- Fire Department Main Headquarters Renovation

Fiscal Year 2015 Major Service Level Goals

- Negotiate for Probate Court move
- Negotiate for new lease for Superior Court
- Covanta – wet trash; Host fee; Recycle
- Monitoring land use applications for Depot Square
- Review Corporation Counsel office possible reorganization
- Monitoring possible TIF Bond issue
- Monitoring Water Department issues
- Sale of property adjacent to Dunkin Donuts
- Legal assistance to energy saving initiatives
- Negotiations of new Fire Chief contract
- Legal assistance to Mayor's Marketing Task Force
- Legal assistance to reorganization of City offices panel
- Assistance in preparation of vision for closed schools (Memorial Boulevard Middle School; Clarence A. Bingham School and Clara T. O'Connell School)
- Disposition of properties as a result of the Space Needs Analysis
- Continuous auditing of outside legal fees
- Assist neighborhood revitalization efforts
- Conclude Real Estate sale of Phase I for Depot Square with Renaissance
- Provide continued legal assistance to all City officials, board and commissions
- Code enforcement activities and Committee monitoring
- Involvement in the Southeast Business Park and other economic development activities
- ESPN expansion issues
- Brownfields initiatives
- Continued responsibility for City's litigation matters
- Ongoing contract review for City projects
- Return of City acquired properties to the tax rolls

**Program Summaries-
General Government**

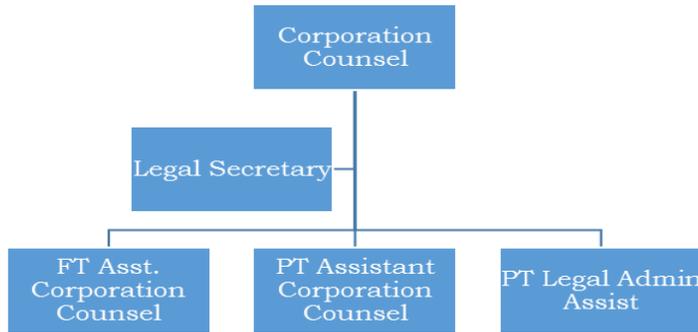
General Government - (continued)

- Ordinance updates and initiatives
- Significant tax appeals
- Complete Beals' contract litigation
- Fire Department No. 4 renovation
- Ongoing tax foreclosure actions

Expenditure and Position Summary

	2014 Actual	2015 Estimated	2016 Budget
Salary Expenditures	\$362,499	\$394,500	\$396,490
Full Time Positions	3	3	3
Part Time Positions	3	4	4

Organizational Chart



Budget Highlights

0011022 CORPORATION COUNSEL

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2013-2014	ORIGINAL BUDGET 2014-2015	REVISED BUDGET 2014-2015	BUDGET REQUEST 2015-2016	JOINT BOARD 2015-2016
SALARIES							
514000		REGULAR WAGES	\$279,020	\$285,410	\$285,410	\$300,695	\$300,695
515100		OVERTIME	1,652	2,780	2,780	2,780	\$2,780
515200		PART TIME	81,827	106,310	106,310	93,015	93,015
TOTAL SALARIES			\$362,499	\$394,500	\$394,500	\$396,490	\$396,490
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$130,798	\$109,000	\$147,400	\$200,000	\$200,000
531000	12014	LEGAL GASB 45 FIRE	7,985	0	0	0	0
531000	14021	PROFESSIONAL FEES AND SERVICES	35,788	0	64,210	0	0
543000		REPAIRS AND MAINTENANCE	0	100	100	100	100
553000		TELEPHONE	76	150	150	150	150
553100		POSTAGE	471	300	300	400	1,715
554000		TRAVEL REIMBURSEMENT	395	600	600	600	600
581120		CONFERENCES AND MEMBERSHIPS	665	665	665	665	665
581135		SCHOOLING AND EDUCATION	399	500	500	500	500
TOTAL CONTRACTUAL SERVICES			\$176,577	\$111,315	\$213,925	\$202,415	\$203,730
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$8,757	\$15,000	\$15,000	\$16,250	\$16,250
569000		OFFICE SUPPLIES	763	800	800	800	800
TOTAL SUPPLIES AND MATERIALS			\$9,520	\$15,800	\$15,800	\$17,050	\$17,050
TOTAL CORPORATION COUNSEL			\$548,596	\$521,615	\$624,225	\$615,955	\$617,270

TOWN AND CITY CLERK

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

Service Narrative

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

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

The Office processes and records all legal instruments relating to real estate within the City and certifies recorded documents. The Office collects conveyance taxes for the City and the State. As part of land transaction recording, there are other fees collected including LoCIP funds for the City, affordable housing/open farmland and historic preservation funds for the State. Conveyance revenue has decreased from last year since the real estate recovery is still ongoing.

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.

General Government - (continued)

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

Fiscal Year 2015 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 1967 through 1974 consisting of approximately 88,554 records. This project is the start of a multi-year, long term goal of backfile scanning of the OIB land record indexes from 1905 to 1974
- Successfully marketed and managed the sale of 22 annual subscriptions for land record indexes. The subscriptions generated \$5,500 in annual revenue for the City
- Initiated the process for creation of a records disaster plan for the City of Bristol
- E-recorded approximately 700 documents in the past year and continued promotion of e-recording in Bristol by adding a fourth delivery agent
- Scanned and posted municipal candidate campaign finance statements on the City's website, saving time for staff and the public

Fiscal Year 2016 Major Service Level Goals

- Manage the installation of, institute the procedures required for, and serve as a test town for the proposed electronic birth registry system postponed to December, 2015 by the State of Connecticut Department of Public Health
- Complete and write a State grant for backfile conversion of land record documents to electronic format and linked to indexes from 1964 through 1967. This project will continue a multi-year, long term goal of backfile scanning of the OIB land record indexes from 1905 to 1974
- Create a new OIB land record index for records from 1899 to 1905

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

**Program Summaries-
General Government**

General Government - (continued)

Performance Measures

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

Number of Transactions

Category	2013	2014	2015
Dog Licenses	2,717	2,905	2,627
Sporting Licenses	12 handicapped	12 handicapped	12 handicapped
Burial & Cremation Permits	842	881	842
Vital Statistics Copies (estimated)	8,730	8,549	8,100
Marriage Licenses	246	209	244
Trade Name Certificates	118	121	130
Documents Notarized (estimated)	900	960	900
Liquor Permits	93	82	85
Notary Certificates	177	194	159
Land Record Documents	11,997	11,211	10,902

Value of Transactions

Category	2013	2014	2015
Merchandising Licenses	\$2,855	\$4,650	\$2,835
Burial Permits	2,526	2,643	2,526
Recording Fees	316,280	288,673	273,600
Real Estate Conveyance Transfers	562,636	918,082	662,951
Dog Licenses	7,646	7,600	7,600
Marriage Licenses	2,460	2,090	2,440
Historic Preservation	11,478	7,768	7,134
Copies	53,594	49,201	47,867
Vital Statistics	140,149	138,284	131,941
Miscellaneous Fees (Notary, Liquor)	13,861	14,814	15,781
Total	\$1,113,485	\$1,433,805	\$1,154,675

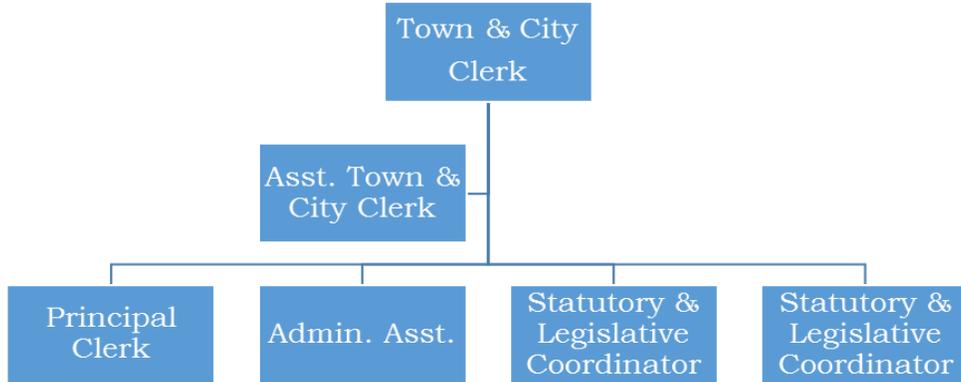
Expenditure and Position Summary

	2014 Actual	2015 Estimated	2016 Budget
Salary Expenditures	\$307,556	\$323,936	\$337,300
Full time Positions	6	6	6

**Program Summaries-
General Government**

General Government - (continued)

Organizational Chart



Budget Highlights

0011023 CITY CLERK

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2013-2014	ORIGINAL BUDGET 2014-2015	REVISED BUDGET 2014-2015	BUDGET REQUEST 2015-2016	JOINT BOARD 2015-2016
SALARIES							
514000		REGULAR WAGES	\$305,043	\$320,715	\$320,715	\$335,100	\$335,100
515100		OVERTIME	1,610	2,200	2,200	2,200	2,200
517000		OTHER WAGES	903	0	1,021	0	0
TOTAL SALARIES			\$307,556	\$322,915	\$323,936	\$337,300	\$337,300
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$47,939	\$57,900	\$56,996	\$57,700	\$57,700
543000		REPAIRS AND MAINTENANCE	0	400	400	400	400
553000		TELEPHONE	30	50	50	50	50
553100		POSTAGE	4,770	7,100	7,100	7,100	7,100
554000		TRAVEL REIMBURSEMENT	193	250	250	250	250
555000		PRINTING AND BINDING	4,553	6,100	6,100	5,900	5,900
557700		ADVERTISING	3,795	4,600	4,600	4,600	4,600
581120		CONFERENCES AND MEMBERSHIPS	620	620	620	820	820
581135		SCHOOLING AND EDUCATION	425	500	500	625	625
TOTAL CONTRACTUAL SERVICES			\$62,325	\$77,520	\$76,616	\$77,445	\$77,445
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$55	\$250	\$250	\$250	\$250
569000		OFFICE SUPPLIES	1,381	2,200	2,200	2,000	2,000
TOTAL SUPPLIES AND MATERIALS			\$1,436	\$2,450	\$2,450	\$2,250	\$2,250
TOTAL CITY CLERK			\$371,317	\$402,885	\$403,002	\$416,995	\$416,995

BOARD OF FINANCE

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

Service Narrative

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

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

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

Fiscal Year 2015 Major Service Level Accomplishments

- Board of Finance adopted estimated 2015-2016 budget on April 28, 2015
- Board of Finance and City Council formally adopted 2015-2016 budget in a Joint Board Meeting May 18, 2015
- Held each monthly meeting with a quorum

Fiscal Year 2016 Major Service Level Goals

- Adopt the estimated budget for 2016-2017 by April 26, 2016
- Hold all monthly meetings with a quorum
- Review all budgetary requests for the most favorable results for the taxpayers of Bristol

Budget Highlights

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

0011024 BOARD OF FINANCE

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2013-2014	ORIGINAL BUDGET 2014-2015	REVISED BUDGET 2014-2015	BUDGET REQUEST 2015-2016	JOINT BOARD 2015-2016
SALARIES							
515100		OVERTIME	\$1,748	\$1,250	\$1,250	\$1,250	\$1,250
TOTAL SALARIES			\$1,748	\$1,250	\$1,250	\$1,250	\$1,250
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000
589100		MISCELLANEOUS	0	100	100	100	100
TOTAL CONTRACTUAL SERVICES			\$70,000	\$70,100	\$70,100	\$70,100	\$70,100
TOTAL BOARD OF FINANCE			\$71,748	\$71,350	\$71,350	\$71,350	\$71,350

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



**Cheryl Thibeault,
Chairman**



**John Smith,
Vice Chairman**



**Ken Cockayne,
Mayor**



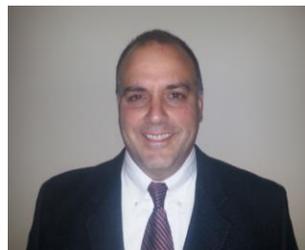
**Jake Carrier,
Commissioner**



**Derek Czenczelewski,
Commissioner**



**Mike Fiorini,
Commissioner**



**Mike LaMothe,
Commissioner**

Board of Finance Members:

Ken Cockayne, Mayor
Cheryl Thibeault, Chairman
John Smith, Vice Chairman
Jake Carrier
Derek Czenczelewski
Mike Fiorini
Mike LaMothe
Vacant
Vacant

Expiration of Term

11/2013(Elected)
06/2017
06/2019
06/2019
06/2016
06/2018
06/2018

HOUSING CODE BOARD OF APPEALS

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

Budget Highlights

0011026 HOUSING CODE BOARD OF APPEALS

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2013-2014	ORIGINAL BUDGET 2014-2015	REVISED BUDGET 2014-2015	BUDGET REQUEST 2015-2016	JOINT BOARD 2015-2016
SALARIES							
515100		OVERTIME	\$0	\$300	\$300	\$300	\$300
TOTAL SALARIES			\$0	\$300	\$300	\$300	\$300
CONTRACTUAL SERVICES							
553100		POSTAGE	\$21	\$25	\$25	\$25	\$25
TOTAL CONTRACTUAL SERVICES			\$21	\$25	\$25	\$25	\$25
SUPPLIES AND MATERIALS							
569000		OFFICE SUPPLIES	\$0	\$50	\$50	\$50	\$50
TOTAL CONTRACTUAL SERVICES			\$0	\$50	\$50	\$50	\$50
TOTAL HOUSING CODE BOARD OF APPEALS			\$21	\$375	\$375	\$375	\$375

DEPARTMENT OF AGING

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

Service Narrative

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

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, such as the Bristol Burlington Health District.

Program Summaries- General Government

General Government - (continued)

Services and Activities

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

Fiscal Year 2015 Major Service Level Accomplishments

The Senior Center was successful in filling all thirty six community gardens in 2015. This is the most in the five years since its opening. Last year, volunteers constructed six new raised beds to add to the garden area. Many of the applicants with the larger gardens say they do it out of necessity, whereas the seniors who maintain the smaller handicapped beds, do it for a hobby and like providing produce for their neighbors. No matter what the reason, it's nice to see people coming together in the community.

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

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 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. We offered a total of 17 trips in 2015 which included a Caribbean Cruise and a Music City Tours trip. Over 600 seniors signed up for trips this year.

The Senior Center has been very active since reopening the center to its full operation. Our participation has increased substantially as indicated in the performance measures. We offered an Informational Health Fair in which 48 vendors provided our seniors with valuable information. The fair included speakers and various health screenings. We added monthly entertainment for the seniors to include musicians, magicians, and even a ventriloquist. These monthly events have been very well received. The Fall Craft Fair which was a huge success in 2014 will now be an annual event. Instructional classes continue to be popular, with new classes being added. All special events have been reinstated. Our new fitness room now has 99 members. The recreation room is active with wii bowling, wii golf, video fitness, ping pong and darts.

The Department of Aging was very fortunate to have two Eagle Scout candidates complete their projects at our center. A new bocce court was opened in the fall of 2014, and two new horse shoe pits were built in May 2015.

**Program Summaries-
General Government**

General Government - (continued)

The Senior Center worked with the Board of Education to offer intergeneration programming as well this past year. Members of the Bristol Central High School Interact Club volunteered at most special events serving the seniors and providing assistance as necessary. Student Interns from Bristol Central High School come to the Senior Center during the school day to observe and work with the seniors. This year they worked with our Boutique volunteers to put on a Fashion Show which was a huge success. We also offered a very successful Stone Soup program in which grandparents raising grandchildren were invited for dinner and story time. The goal will be to create a grandparents raising grandchildren support group in the near future.

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 to Bristol residents on Wednesdays from 9:00 a.m. to 12:00 noon.

Fiscal Year 2016 Major Service Level Goals

- Develop a support system for adult children taking care of aging parents
- Create a Grandparents raising grandchildren support
- Continue to offer intergenerational programs of interest

Long-Term Goals and Issues

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

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	2013 Attendees*	2014 Attendees	2015 Attendees
Classes	2,913	1,086	1,218
Activities	9,305	26,206	29,242
Health Services	1,137	2,270	2,509
Social Services	10,168	25,968	26,033
Special Events/Seminars	223	1,664	2,932

**Program Summaries-
General Government**

General Government - (continued)

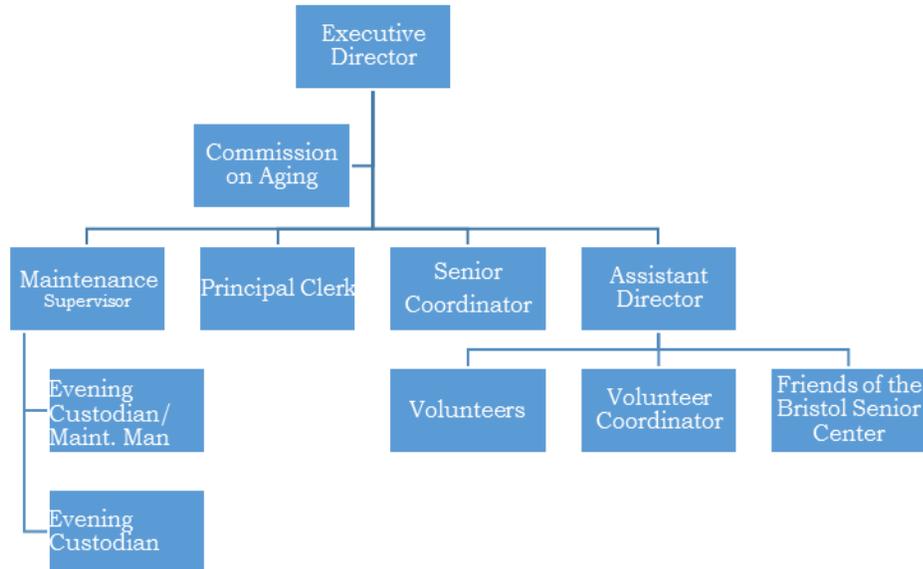
NEW MEMBERS	2013	2014	2015
	171	340	352

*The lower numbers for 2013 are a result of construction.

Expenditure and Position Summary

	2014 Actual	2015 Estimated	2016 Budget
Salary Expenditures	\$348,018	\$363,220	\$383,455
Full time Positions	7	7	7

Organizational Chart



**Program Summaries-
General Government**

General Government - (continued)

Budget Highlights

0011027 DEPARTMENT OF AGING

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2013-2014	ORIGINAL BUDGET 2014-2015	REVISED BUDGET 2014-2015	BUDGET REQUEST 2015-2016	JOINT BOARD 2015-2016
SALARIES							
514000		REGULAR WAGES	\$320,377	\$329,360	\$331,800	\$350,145	\$350,145
515100		OVERTIME	11,074	14,545	14,820	16,140	16,140
517000		OTHER WAGES	16,567	16,335	16,600	17,170	17,170
TOTAL SALARIES			\$348,018	\$360,240	\$363,220	\$383,455	\$383,455
CONTRACTUAL SERVICES							
541000		PUBLIC UTILITIES	\$99,943	\$101,000	\$101,000	\$132,000	\$132,000
541100		WATER AND SEWER CHARGES	2,267	2,500	2,500	4,655	4,655
543000		REPAIRS AND MAINTENANCE	5,260	5,000	5,000	7,000	7,000
553000		TELEPHONE	280	260	1,060	850	850
553100		POSTAGE	910	965	965	980	980
554000		TRAVEL REIMBURSEMENT	596	1,400	1,400	1,400	1,400
581120		CONFERENCES AND MEMBERSHIPS	125	800	800	500	500
585028		BCO- DIAL-A-RIDE PROGRAM	65,658	65,660	65,660	70,160	70,160
585028	14G03	DEMAND RESPONSE GRANT	57,275	0	0	0	0
585028	15G02	BCO/ADM	0	0	57,275	0	0
TOTAL CONTRACTUAL SERVICES			\$232,314	\$177,585	\$235,660	\$217,545	\$217,545
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES	\$6,657	\$9,000	\$9,000	\$10,000	\$10,000
561800		PROGRAM SUPPLIES	725	4,035	4,035	5,000	5,000
562200		NATURAL GAS	37,075	56,500	56,500	47,000	47,000
562300		GENERATOR FUELS	0	1,500	1,500	1,500	1,500
569000		OFFICE SUPPLIES	549	750	750	750	750
TOTAL SUPPLIES AND MATERIALS			\$45,006	\$71,785	\$71,785	\$64,250	\$64,250
CAPITAL OUTLAY							
570300	13034	IMPROVEMENTS- OTHER	\$3,551	\$0	\$0	\$0	0
TOTAL CAPITAL OUTLAY			\$3,551	\$0	\$0	\$0	\$0
TOTAL DEPARTMENT OF AGING			\$628,889	\$609,610	\$670,665	\$665,250	\$665,250

Commission Members

Expiration of Term

Helen Lobaczewski, Chairman	03/2018
Teresa Barton, Vice Chairman	03/2016
John Hartman, Commissioner	03/2018
Patricia Malone, Commissioner	03/2017
Lois Grey, Commissioner	03/2017
Janet Pickarski, Commissioner	03/2016
Dino Bossi, Commissioner	03/2017
Richard Miecznikowski, City Council Liaison	11/2015

BRISTOL DOWNTOWN DEVELOPMENT CORPORATION

Service Narrative

The Bristol Downtown Development Corporation (BDDC) was established effective January 18, 2007 through the adoption of Ordinance Sec. 18-181, to coordinate the redevelopment of the 17 acre Depot Square site in Downtown Bristol.

Fiscal Year 2015 Service Level Accomplishments

During Fiscal Years 2012-2015, the BDDC administered the implementation of the Preferred Developer Agreement between the City of Bristol, the BDDC and Renaissance Downtowns at Bristol, LLC.

Specific accomplishments included:

- Approval of the Final Concept Plan for Depot Square
- Demolition of the DFO grocery store
- Finalization of the agreement for a land swap with McDonalds
- Approval of the Unified Downtown Development Project Special Permit
- Completion of construction of the new McDonald's
- Establishment of the appraised land value for transfer to Renaissance Downtowns
- Approval of the Site Plan for Phase I development
- Exploration and consideration of multiple financing options
- Negotiation of extensions with favorable concessions to the City Parties

Fiscal Year 2016 Major Service Level Goals

- Approval of a revised Site Plan for Phase 1 development
- Approval of a Financing, Development and Leasing Plan that complies with the Preferred Development Agreement, as amended, for Phase I development
- Closing on Phase I purchase of land for development
- Commencement of construction of Phase I
- Explore potential alternative plans of development for the Depot Square property

Budget Highlights

0011028 DOWNTOWN CORPORATION

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2013-2014	ORIGINAL BUDGET 2014-2015	REVISED BUDGET 2014-2015	BUDGET REQUEST 2015-2016	JOINT BOARD 2015-2016
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
TOTAL CONTRACTUAL SERVICES			\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
TOTAL DOWNTOWN CORPORATION			\$30,000	\$30,000	\$30,000	\$30,000	\$30,000

Bristol Downtown Development Corporation Members

Jennifer Arasimowicz, Chairperson
 John Lodovico, Jr.
 Barbara Fontaine
 Kelly Maher
 Amy Greaves
 Joseph Guarino
 Henri Martin, Council Member Liaison

General Government - (continued)

NAUGATUCK VALLEY COUNCIL OF GOVERNMENTS

Service Narrative

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

Budget Highlights

0011030 NAUGATUCK VALLEY COUNCIL OF GOVERNMENTS

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2013-2014	ORIGINAL BUDGET 2014-2015	REVISED BUDGET 2014-2015	BUDGET REQUEST 2015-2016	JOINT BOARD 2015-2016
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$29,235	\$28,985	\$28,985	\$25,955	\$25,955
TOTAL CONTRACTUAL SERVICES			\$29,235	\$28,985	\$28,985	\$25,955	\$25,955
TOTAL NVCOG			\$29,235	\$28,985	\$28,985	\$25,955	\$25,955

YOUTH SERVICES

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

Service Narrative

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

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

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

Two primary service areas, characterize the Youth Service Bureau:

Program Summaries- General Government

General Government - (continued)

Direct Services

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

Administrative Services

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

The Bristol Youth Commission annually reviews program proposals and determines programs to be funded through PROJECT AWARE that complement the mission and goals of Bristol Youth Services. Each year, programs are designed to fill the gaps in services or enhance existing services to promote the healthy functioning of youth and families. *Positive Youth Development* programs are designed to build skills and competencies of young people, nurture the pursuit of their goals and aspirations, and strengthen family, peer, school and community connections. Group programs develop skills such as budgeting or assertive communication and have an experiential component such as apartment hunting or wilderness survival. Participants learn about poignant teen issues, such as anti-bullying and human development, and sponsor a community service project. The names of a few of these programs include: Peer Education, Skills to Pay the Bills, Lunch Buddies, Girls With A Purpose, Man Up, and The Climbing Team. *Behavioral and Emotional Wellness* services respond to young people who are experiencing emotional distress related to complicated life stressors including significant losses or an addiction illness of a loved-one. Programs educate and support participants to aid in their development of resiliency skills and make positive social and emotional improvements. These programs include: Let It Begin With Me, Young Men's Issues Group, Young Women's Issues Groups, Support for Kids of Incarcerated Parents and Bananas Split Too! All of the program leaders strive for cultural competency and to afford accessibility.

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

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

Fiscal Year 2015 Major Service Level Accomplishments

- Implemented programs and services which diverted youth from the juvenile justice system; supported wellness and mental health; met child welfare needs; educated teens on preventing pregnancy; provided parent education; facilitated positive youth development programs, and; performed outreach to the community serving 328 unduplicated youth.

General Government - (continued)

- Assisted residents with sustaining a basic lifestyle by providing support, soliciting donations, and bridging resources to housing, food and clothing and healthcare
- Generated additional revenue through grants to sponsor positive youth development programs.
- Coordinated Holiday Giving and Back-to-School assistance with 20 organizations, groups and private donors reaching 131 children during the holidays and 93 children received Back-to-School supplies.
- Electronically recorded data to generate quantitative reports.

Fiscal Year 2016 Major Service Level Goals

- To access and implement a data collection program to guide the Results-based Accountability (RBA) framework in administration and case management of programs and strategies used to ensure success.
- To manage/implement the Administrative Core Unit (ACU) strategies and activities of: enhanced operations; research; resource development; community involvement, and; youth advocacy in keeping with State and local regulations.
- To offer or effectuate direct service programs to: divert youth from the juvenile justice system; support wellness and mental health; meet child welfare needs; prevent teen pregnancy; provide parent education; facilitate positive youth development programs, and; outreach to the community.
- To coordinate and collaborate with community leaders, providers and citizens to research, document, strategize, advocate and development resources to adequately house families and reduce homelessness.
- 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 develop programs, and; outreach to the community.
- To enhance the administrative and technical support services to meet the demands for reporting requirements.
- To remediate the conditions that cause or lead to homelessness.

**Program Summaries-
General Government**

General Government - (continued)

Performance Measures

Quantitative:

Program or Service	2013		2014		2015	
	Number Served	Direct Svc Hrs.	Number Served	Direct Svc Hrs.	Number Served	Direct Svc Hrs. Est.
Juvenile Justice Services	27	304	42	350	40	650
Emotional Wellness and Mental Health Services:						
➤ Individual Youth and Family Counseling and Case Management	101	1,075	111	1,397	45	1,125
➤ Group Work Programs	67	146	77	186	51	146
Teen Pregnancy Prevention	38	38	42	34	38	14
Employment Training	20	245	32	355	12	196
Positive Youth Development Programs (some duplicated)	202	160	468		113	240
Collaborative Cultural & Recreational Programs	210	56	255	102	225	124
Community Involvement in Program Events	230	18	79	40	968	9
Family Welfare Advocacy, Case Management, Service Coordination	16	45	69	360	46	234
Scholarships for Programs, Goods and Services	73	NA	48	NA	70	NA
Awards for Outstanding Accomplishments – Individuals and Groups	35	NA	16	NA	20	NA

Performance Measures

Qualitative:

Two hundred (200) participants in Youth Services' group work programs completed a survey eliciting anonymous feedback to evaluate performance and satisfaction using a scale of 5-strongly agree to 1-strongly disagree, and 0 indicating does not apply. Below is a summary of the results by the percentages of participants who responded that they *strongly agree* or *agree* with the following statements based their experience (*strongly agree* was marked 2.5 to 4 times more frequently than *agree*):

- 96.5% The program was a great experience.
- 96.9% The staff explained what I needed to do while in the program.
- 91.5% The staff understood my needs and interests.
- 95.0% I felt safe in the program.
- 91.0% I got the help I needed to be in the program.
- 96.6% I trust the staff I know in the program.
- 93.0% I can use what I learned in the program.
- 89.5% I gained new skills and knowledge, and can use what I learned.
- 85.0% I am more confident since being in the program
- 86.0% I feel better about myself since being in the program.

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

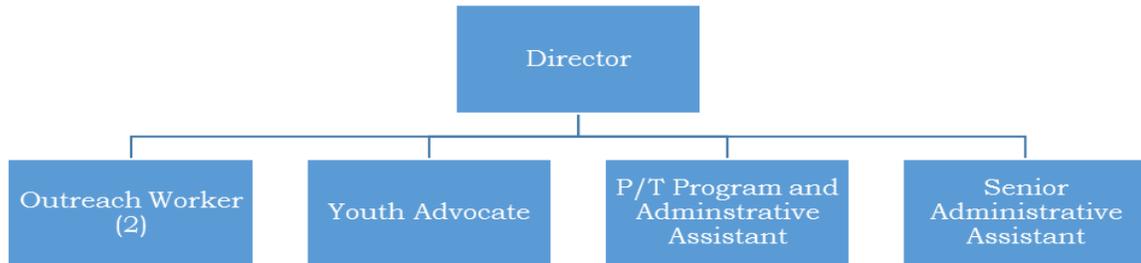
**Program Summaries-
General Government**

General Government - (continued)

Expenditure and Position Summary

	2014 Actual	2015 Estimated	2016 Budget
Salary Expenditures	\$251,160	\$261,605	\$271,665
Full time Positions	4.5	4.5	4.5

Organizational Chart



Youth Commission

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

Commission Members

Catherine D. Cassin, Chairperson, School Rep.
 Kimberly Carmelich, Secretary, Private Youth Provider
 Joan Trafford, Consumer/Citizen
 Tanya Ledesma, Consumer/Citizen
 Barbara Callahan, Consumer/Citizen
 Jeff Beauchamp, Police
 Raymond Decker, Jr., Consumer/Citizen
 MiKayla Milhomme, Youth under 21 years
 Calvin Brown, City Council Liaison

Term Expiration

June 2015
 June 2016
 June 2015
 June 2016
 June 2015
 June 2016
 June 2015
 June 2015
 December 2015
 November 2015

**Program Summaries-
General Government**

General Government - (continued)

Budget Highlights

0011031 YOUTH SERVICES

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2013-2014	ORIGINAL BUDGET 2014-2015	REVISED BUDGET 2014-2015	BUDGET REQUEST 2015-2016	JOINT BOARD 2015-2016
SALARIES							
514000		REGULAR WAGES	\$225,921	\$230,290	\$235,110	\$244,155	\$244,155
515100		OVERTIME	1,894	1,575	1,600	1,640	1,640
515200		PART TIME WAGES	20,764	21,980	22,310	23,220	23,220
517000		OTHER WAGES	2,581	2,585	2,585	2,650	2,650
TOTAL SALARIES			\$251,160	\$256,430	\$261,605	\$271,665	\$271,665
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$54,141	\$60,000	\$60,000	\$60,000	\$60,000
531115		JUVENILE REVIEW BOARD COORDINATION	6,504	6,970	6,970	6,970	6,970
531120		PROJECT AWARE	38,134	40,500	40,500	40,500	40,500
531125		JUVENILE DIVERSION	0	0	14,227	0	0
531135		ENHANCEMENT SERVICES	7,118	0	7,455	0	0
541000		PUBLIC UTILITIES	6,854	8,420	8,420	8,640	8,640
541100		WATER AND SEWER CHARGES	291	300	300	300	300
543000		REPAIRS AND MAINTENANCE	1,111	1,350	1,350	700	700
543100		MOTOR VEHICLE SERVICE	2,340	1,145	1,145	1,075	1,075
553000		TELEPHONE	639	1,620	1,620	1,620	1,620
553100		POSTAGE	265	495	495	355	355
554000		TRAVEL REIMBURSEMENT	515	775	775	795	795
555000		PRINTING AND BINDING	192	300	300	310	310
581120		CONFERENCES AND MEMBERSHIPS	475	475	475	475	475
581135		SCHOOLING AND EDUCATION	567	600	600	600	600
TOTAL CONTRACTUAL SERVICES			\$119,146	\$122,950	\$144,632	\$122,340	\$122,340
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES AND MATERIALS	\$54	\$500	\$500	\$250	\$250
561800		PROGRAM SUPPLIES	891	750	750	750	750
562100		HEATING OILS	9,811	10,110	10,110	10,110	10,110
562600		MOTOR FUELS	1,143	1,450	1,450	1,150	1,150
569000		OFFICE SUPPLIES	1,178	1,225	1,225	1,225	1,225
TOTAL SUPPLIES AND MATERIALS			\$13,077	\$14,035	\$14,035	\$13,485	\$13,485
TOTAL YOUTH SERVICES			\$383,383	\$393,415	\$420,272	\$407,490	\$407,490

INTERDISTRICT COOPERATIVE PROGRAM

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

Service Narrative

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

General Government - (continued)

Two hundred forty students in participating 3rd, 4th, and 5th grade classrooms from the districts learn a common language that emphasizes appreciation of differences and character aspects that are attributable to “*peaceable people*.” These concepts are reinforced through Positive Behavioral Intervention Support contracts defining classrooms’ commitment to becoming “Peaceable People” and “Compass Learners.” 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 multi-cultural awareness, social studies and science craft a common base of understanding and enrich curriculum-based learning. Weekly support groups connect learners to the concepts reinforcing positive culture and increase students’ emotional availability to learn. During four face-to-face field-learning days, students work courteously in teams to conduct experiments, employing the scientific method and utilizing critical thinking and problem solving skills. Expedition-style learning energizes students and motivates engagement in high-level concepts. Students integrate information from various perspectives, and make connections to stimulate project-based service learning in their school community. For example, science lessons on Animal Habitats culminate with field learning, identifying animal habitats and communicating the importance of ecosystems and impact of manmade waste. Science and technology field learning shows how societies reduce, reuse and recycle objects. After reading informational texts, observing, inquiring and researching, students design and construct a waste reduction project involving the entire school community. Using mathematical and language arts skills, students draw, measure, chart, graph and summarize results. Students share their findings with partners, and compare and contrast results.

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

Field learning and workshops use local sites such as, Pine Lake, Riverfront Recapture, Sessions Woods and the Recycling Center. Collaborating artists with expertise in ethnic and local history, experiential educators and social workers, work in concert with classroom teachers to connect academics to culture and community. Support services are integral to the project, providing students with counseling and support groups to holistically connect with students and increase their availability to learn.

Fiscal Year 2015 Major Service Level Accomplishments

- Two hundred forty students benefited from enhanced hands-on/experiential science and social studies lessons linked to curriculum.
- Students made connections between the curriculum and real life through experiential field learning.
- Students know and understand the positive behavioral contracts in their respective schools and have learned cultural vocabulary and concepts.
- Students made use of a rich variety of local community resources that allowed opportunities for deep and meaningful learning in content areas, as well as learning about valuing diversity and ethnic history.
- Diverse peers worked cooperatively while building interdisciplinary academic skills.

**Program Summaries-
General Government**

General Government - (continued)

- One hundred six (106) students’ learning was enhanced through their voluntary participation in two series of vacation workshops at the Pine Lake Challenge Course.
- Forty-five students received additional support services to reinforce the concepts of a positive culture and increasing their emotional availability to learn.

Fiscal Year 2016 Major Service Goals

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

Long-Term Goals and Issues

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

Performance Measures

Quantitative:

Population Served		Number of Students		Direct Service Contact Hours/Avg. Per Student	
Grade from	Grade to	2014	2015	2014	2015
3rd	5th	268	240	40	42

Funding for the program was significantly reduced as compared with prior years and there was a period of transition with a temporary vacancy in a position. Still, each classroom of students received the benefit of 12 lessons linking the field learning to the social studies and science curriculum and four face-to-face experiential field learning days. Sixty-three (63) students receive an average of 10 hours of support services and 4 families participated in counseling. Indirect and collateral service time spent to plan, coordinate, advertise, manage, design and write lessons, collect and analyze data, write reports, train staff, consult with teachers and provide case management with families is over 200 hours.

Skills Acquired by Students:

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

**Program Summaries-
General Government**

General Government - (continued)

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

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

Qualitative:

Summary Results of Assessments:

Overall Key Themes:

The project appears to have a positive impact on the development of critical relationship and behavioral skills such as team-building and communication. The project provides opportunities for students to learn about diverse cultures and about themselves. As students develop greater respect for themselves and others, they are able to engage in academic learning in more meaningful ways. Data about social and behavioral growth by students was collected using a Student Rubric on which students commented about their own behavior, key learnings, and beliefs. From a review of these comments, it appears that there was positive growth between the pre-project assessment in September and the post-project assessment conducted in May.

Across all grades, there was a significant increase in students' knowledge of their own ethnicity. With each grade level, close to twice the number of students indicate knowing their ethnicity on the pre-test. Students in all grades shared personal information with their pen pals and gained familiarity with one another. Fifty to eighty percent of student groups (grades) reported an increase in knowledge, showing an interest in meeting new people, developing foundational skills to establish meaning relationships.

An especially important part of the program was the interdistrict lessons presented by a visiting science instructor. Between October 2014 and May 2015, hands-on science lessons on forces in motion, recycling, supply of resources, electricity, and optics. Student observations, documented by each teacher on a rubric and log, indicated that, overwhelmingly, the students were participating and communicating effectively, cooperating enthusiastically, and exploring multicultural understandings.

**Program Summaries-
General Government**

General Government - (continued)

Field experiences engaged in by all 3rd through 5th grade students, there appears to have been positive growth for student behavior. Teachers appreciated the science and social studies curriculum connections and provided numerous comments related to student social, emotional and behavioral progress. Observations recorded by classroom teachers on a project rubric and log provided evidence of increasing student participation, teamwork, communication, multicultural understanding, and positive meaningful relationships.

Teachers complimented the curriculum connections and logged comments: “Students loved it;” “Opportunities for interaction, group decision making and cooperative learning;” “Students worked together and talked about strategies;” “Students experienced hands on activities, shared ideas and genuinely enjoyed each other on this wonderful trip!”

Overall, these findings are important as conditions for deep and meaningful learning on the part of students. The data from the project indicates that students have been engaged in significant learning experiences throughout the year as a result of the APD. This is particularly important given challenges many students faced, including being part of a transient population who enter the school performing below grade level, encounter language barriers and live at a poverty rate greater than 50%.

Expenditure and Position Summary

	2014 Actual	2015 Estimated	2016 Budget
Salary Expenditures	\$38,589	\$45,555	Budget When Grant Notification Received
Full Time Positions	1	1	1

Budget Highlights

0011033 INTERDISTRICT COOP PROGRAM

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2013-2014	ORIGINAL BUDGET 2014-2015	REVISED BUDGET 2014-2015	BUDGET REQUEST 2015-2016	JOINT BOARD 2015-2016
SALARIES							
514000		REGULAR WAGES	\$37,999	\$0	\$45,555	\$0	\$0
515100		OVERTIME	590	0	0	0	0
TOTAL SALARIES			\$38,589	\$0	\$45,555	\$0	\$0
CONTRACTUAL SERVICES							
559000		OTHER PURCHASED SERVICES	\$21,335	\$0	\$10,000	\$0	0
581800		FIELD TRIPS	1,805	0	1,915	0	0
TOTAL CONTRACTUAL SERVICES			\$23,140	\$0	\$11,915	\$0	\$0
SUPPLIES							
561800		PROGRAM SUPPLIES	\$230	\$0	\$489	\$0	\$0
TOTAL SUPPLIES			\$230	\$0	\$489	\$0	\$0
TOTAL INTERDISTRICT COOP PROGRAM			\$61,959	\$0	\$57,959	\$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 and Bristol Memorial Day Parades are supported with Community Promotions funding. Other events throughout the City of Bristol sponsored by this budget include, the Forestville Village Association Memorial Day events and the Mum Festival events.

Budget Highlights

0011034 COMMUNITY PROMOTIONS

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2013-2014	ORIGINAL BUDGET 2014-2015	REVISED BUDGET 2014-2015	BUDGET REQUEST 2015-2016	JOINT BOARD 2015-2016
CONTRACTUAL SERVICES							
583100		CITY PROMOTIONAL ACTIVITIES	\$1,463	\$5,000	\$5,000	\$5,000	\$5,000
583100	14017	CITY PROMOTIONAL ACTIVITIES	10,000	0	0	0	0
583100	14018	CITY PROMOTIONAL ACTIVITIES	10,000	0	0	0	0
583100	15017	CITY PROMOTIONAL ACTIVITIES	0	0	5,000	0	0
583130		MUZZY	6,316	0	23,684	0	0
TOTAL CONTRACTUAL SERVICES			\$27,779	\$5,000	\$33,684	\$5,000	\$5,000
OTHER/MISCELLANEOUS							
581770		MAYOR'S COMMUNITY PROMOTIONS	\$13,000	\$25,000	\$25,000	\$25,000	\$25,000
TOTAL OTHER/MISCELLANEOUS			\$13,000	\$25,000	\$25,000	\$25,000	\$25,000
TOTAL COMMUNITY PROMOTIONS			\$40,779	\$30,000	\$58,684	\$30,000	\$30,000

COMMITTEES, BOARDS AND COMMISSIONS

Service Narrative

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

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

Budget Highlights

0011041 BOARDS AND COMMISSIONS

OBJECT	PROJECT	DESCRIPTION	PRIOR YEAR ACTUAL 2013-2014	ORIGINAL BUDGET 2014-2015	REVISED BUDGET 2014-2015	BUDGET REQUEST 2015-2016	JOINT BOARD 2015-2016
SALARIES							
515100		OVERTIME	\$3,610	\$5,000	\$5,100	\$7,500	\$7,060
TOTAL SALARIES			\$3,610	\$5,000	\$5,100	\$7,500	\$7,060
CONTRACTUAL SERVICES							
561800		POSTAGE	\$99	\$50	\$50	\$50	\$50
557700		ADVERTISING	106	1,000	1,000	500	500
TOTAL CONTRACTUAL SERVICES			\$205	\$1,050	\$1,050	\$550	\$550
TOTAL BOARDS AND COMMISSIONS			\$3,815	\$6,050	\$6,150	\$8,050	\$7,610