

Capital Budget Summary

The 2022 Approved Capital Budget

Overview

The Capital Improvement Plan (CIP) addresses the City's needs relating to the acquisition, renovation, and construction of facilities and systems. It consists of a ten-year plan which identifies capital projects to be funded within that planning period.

The Capital Budget (CB) represents the first year of the Capital Improvement Plan. The primary difference between the CB and CIP is that the Capital Budget is a legal document that authorizes expenditures for specific projects for the life of the project. The CIP, on the other hand, includes the first year projects as well as nine years of future projects for which financing has not been secured or legally authorized. The "out years" of the CIP are not binding and are subject to change.



The City prepares and approves its CB as part of the annual operating budget process.

Characteristics of Capital Expenditures

Capital expenditures may be either recurring or non-recurring. Recurring capital expenditures are considered operating expenditures and are included as capital outlay in the annual departmental operating budgets. Non-recurring capital expenditures are considered capital improvements and are part of the annual CB. Despite their close interrelationship, non-recurring have special characteristics including:

- Essential public purpose that enhances the quality of life in the City.
- Relatively long useful life, and once capital expenditures are made, they cannot be easily modified.
- Involve large infrequent expenditures that must be made before the benefits are realized.
- Support infrastructure and are a part of a system that provides the public with a set of goods or services.

Legal Requirements

The City's charter requires all Capital projects be approved by the Board of Finance and the Joint Meeting of the City Council and Board of Finance, regardless of funding source i.e. bonds, grants, or general fund cash.

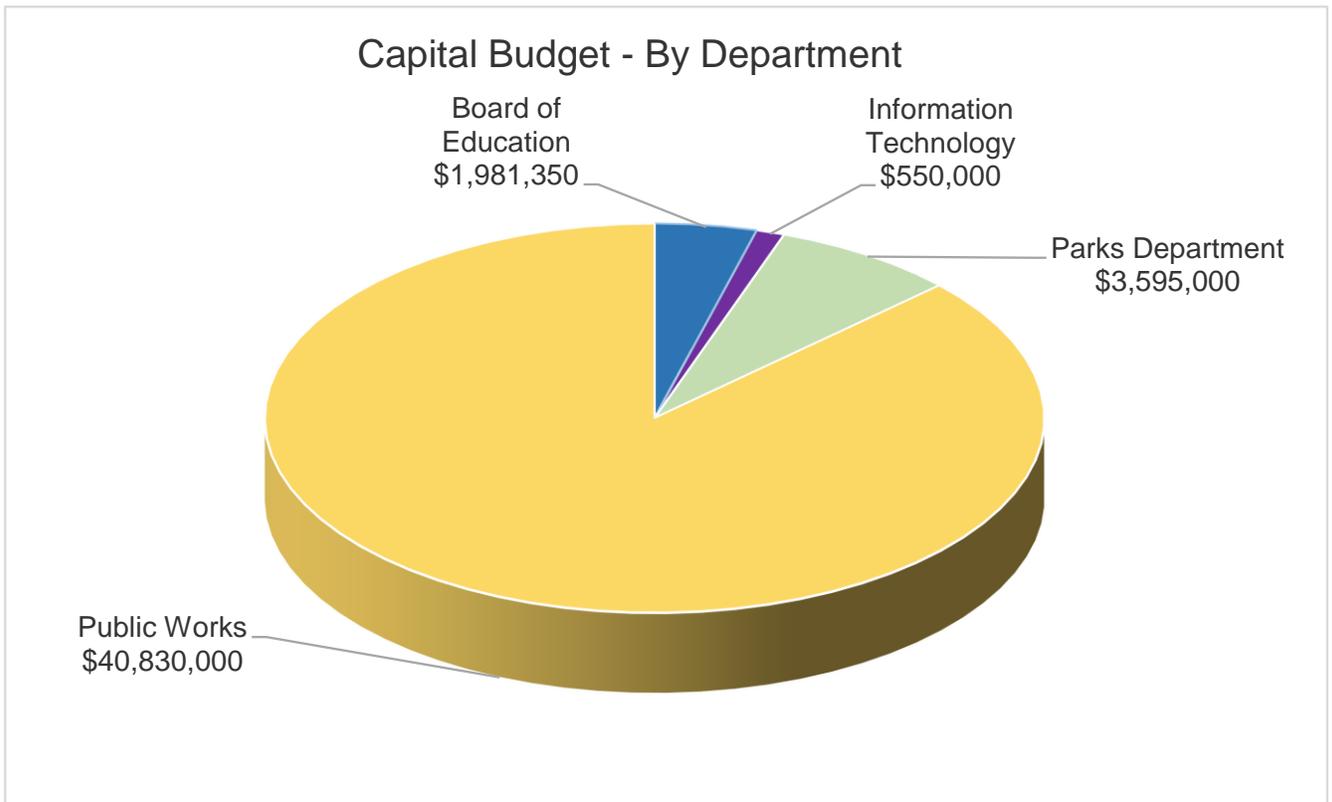
In addition, Connecticut General Statutes Section 8-24 requires all public improvement projects be referred to the Municipal Planning Commission for conformance with the approved plan of development before any specific action can be made by the community.

Section 8-24 states in part: "No municipal agency or legislative body shall locate, accept, abandon, widen, narrow or extend any street, bridge, parking or other public way, locate, acquire land for, abandon, sell or lease any airport, park, playground, school or other municipally owned property or public building, extend or locate any public housing project or redevelop, recondition or improve any specific area, or take action on any proposal involving the extent and location of public utilities and terminals whether publicly or privately owned, for water, sewerage, light, power, transit and other purposes, until the proposal to take such action has been referred to the (Planning) Commission for a report".

Capital Budget Process

- The City of Bristol’s CB and CIP have a multiple approval process.
- Departments submit "departmental requests", usually approved by their respective oversight Boards, Agencies and/or Commissions.
- After review by the Comptroller's Office, the CB and the CIP are compiled and submitted to the 10 Year Capital Improvement and Strategic Planning Committee for discussion and preliminary approval.
- The Board of Finance holds a public hearing, reviews the CB and appropriates the available funding for the individual projects during the regular budget approval process.
- The Joint Meeting (members of both the Board of Finance and the City Council) adopts the CB at the annual budget adoption meeting.
- The CB is then referred to the Planning Commission for approval under Section 8-24 of the Connecticut General Statutes.

Total Capital Budget for 2021-2022 is \$46,956,350



Capital Project Funds

The various capital project funds used by the City to account for financial resources for the acquisition or construction of capital projects (other than those financed by Proprietary Funds or Trust Funds) are summarized below:

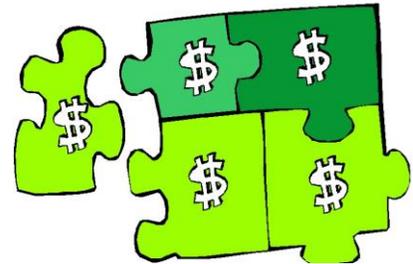
- **School Construction Fund** – This fund is used for all school capital projects including construction, renovation, upgrades and replacements.
- **Capital Projects** – This fund is used to account for most City capital projects including road, bridge, building, flood control, sewer and sidewalk projects.
- **Capital and Nonrecurring Funds** – These funds are used for all projects not included in other funds and for Water Pollution Control (treatment plant facilities) projects.

Traditional Funding Sources

Local governments shoulder the largest share of financial responsibility for providing, operating, and maintaining City infrastructure.

The City's funding sources for its CB are: (1) the issuance of debt through general obligation bonds and notes, (2) cash, by means of mill rate, (3) annual entitlement through the State LoCIP program, (4) WPC Capital Non-Recurring Fund, (5) grants, (6) Road Improvements Fund and (7) other sources.

Determination of which financing source should be used for which project depends on a number of factors including the characteristics (cost, timing, location) of the capital project, grant and/or other financing opportunities, availability of capital and non-recurring funds (primarily Water Pollution Control projects) and financial considerations (fiscal capacity, requirements for operating purposes, debt service, and limitations on the revenue system).



In FY2020, the City created the Road Improvements Fund to consolidate all activity related to the repair and restoration of major roads in the City. This fund includes revenue sources from: State Town Aid Road and Municipal Grant-in-Aid grants, and City transfers in. Major road repair expenditures and road projects approved in the City's annual capital budget are located in this fund. In FY2022 this fund became an adopted budget.

The City and its Bond Counsel have agreed to specific procedures to assist in the issuance of short and long term debt. These procedures include getting all of the necessary approvals by the Board of Finance and the Joint Meeting for both the CB and any related appropriations and bond resolutions for projects to be funded with debt and communicating this information to Bond Counsel on a timely basis. These arrangements also result in a current and complete list of Authorized but Unissued Debt for future planning purposes.

The American Rescue Plan Act (ARPA)

In March 2021, the City was advised it had been granted approximately \$17 million in entitlement community ARPA funds and \$11 million in non-entitlement county funds passed through the State which could be allocated through December 31, 2024 and spent by December 31, 2026. As of May 2021, \$8,093,962 has been received. These funds can be used to address COVID mitigation, for water/sewer and broadband infrastructure and to replace certain lost revenues. The City has created a separate fund, The Coronavirus Recovery Fund, to account for all ARPA activity. As shown in the detail that follows, \$853,000 of ARPA funds have been identified as a total or partial funding source for five projects in the 2022 CB.

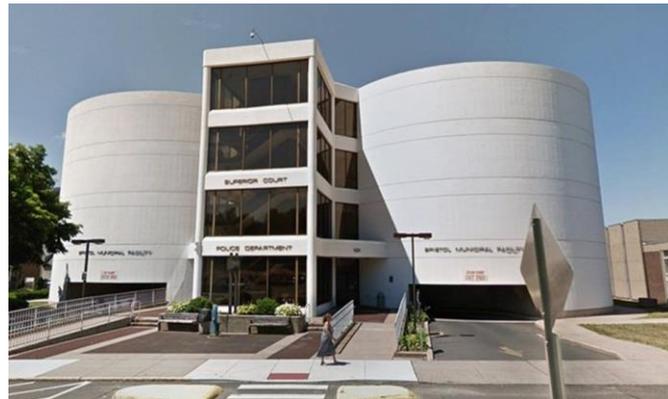
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Replacement (\$2,000,000) and the Police Court Complex MEP Upgrade (\$1,900,000) are the largest. Of these, both the Wolcott Street Reconstruction and the Downs Street Bridge Replacement had engineering appropriations last year and both projects are expected to be fully funded by State grants.



Renovating the existing 60,000 SF City Hall complex “as new”, estimated to cost \$33,450,000, had begun in 2019 with a \$350,000 appropriation, continued with an additional appropriation of \$1,300,000 in 2021 for architectural and engineering services and for 2022, the remainder of \$31,800,000 is appropriated to start the construction. The renovation is expected to include a complete replacement of building mechanicals and HVAC equipment, an ADA entry way, more off street-front of building parking and a new building façade facing North Main Street.

The Police Court Complex appropriation of \$1,900,000 is Phase I of the project and is restricted to replacing all major mechanical, electrical and plumbing equipment located mainly in the mechanical room without disturbing other areas of the building. Phases 2 and 3 are \$480,000 and \$500,000, respectively and will deal with future upgrades. Total cost of the project is estimated to be \$2,880,000.



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Impact of 2022 Capital Budget on Operating Budget and Future

The operating budget is directly impacted by the Capital Budget for projects to be funded with debt and for projects that may decrease energy, maintenance or other operating costs. The 2022 budget has ten projects approved for bonding for a total of \$39,046,350. In the following chart, the estimated debt principal payments are shown for those projects assuming a fifteen year amortization schedule.

Departments are asked to assess the impact new projects may have on future operating costs. Not all projects will have quantitative measurements even if the expected result is greater efficiency or effectiveness and some projects may be undertaken because they increase the safety of City employees and/or residents. For the 2022 Capital Budget projects, the respective City departments have determined the savings as presented in the following chart.

FY 2022 Capital Budget			Annual Operating Budget Impact			
Project	Current Appropriation	Total Project Appropriation	Comment	Operating Costs	Debt Service Cost**	Total
Public Works						
Memorial Boulevard Retaining Wall	\$780,000	\$1,586,000	N/A - infrastructure		\$52,000	\$52,000
Broad Street Retaining Wall	\$80,000	\$780,000	N/A - infrastructure		\$5,333	\$5,333
Field Street Culvert	\$430,000	\$430,000	N/A - infrastructure		\$28,667	\$28,667
Downs Street Bridge Replacement	\$2,000,000	\$2,320,000	N/A - infrastructure			
Wolcott Street Reconstruction	\$2,200,000	\$2,365,000	N/A - infrastructure			
Pequabuck River Bank Stabilization	\$220,000	\$220,000	N/A - infrastructure			
Divinity Street Culvert	\$600,000	\$950,000	N/A - infrastructure			
Woodland Street Sidewalks	\$340,000	\$340,000	N/A - infrastructure		\$22,667	\$22,667
Reclaim/Reconstruct Westwood Drive and Skyview Terr.	\$400,000	\$400,000	N/A - infrastructure			
Shrub Road Sidewalks	\$80,000	\$690,000	N/A - infrastructure		\$5,333	\$5,333
Police Court Complex MEP Upgrade	\$1,900,000	\$2,880,000	N/A - infrastructure		\$126,667	\$126,667
City Hall Renovations	\$31,800,000	\$33,450,000		(\$40,665)	\$2,120,000	\$2,079,335
Subtotal Public Works	\$40,830,000	\$46,411,000		(\$40,665)	\$2,360,667	\$2,320,002
Parks						
E.G. Stocks Playground and Splash Park Upgrade	\$600,000	\$600,000	N/A - infrastructure		\$40,000	\$40,000
Bathrooms for Veterans Memorial Boulevard	\$150,000	\$150,000	N/A - infrastructure			
Page Park Pavilion Renovation - Phase 2	\$600,000	\$810,000	Increase rental revenue	(\$5,000)	\$40,000	\$35,000
Page Park Revitalization	\$2,000,000	\$13,600,000	N/A - infrastructure		\$133,333	\$133,333
Seymour Park Repairs/Conversion	\$245,000	\$245,000	N/A - infrastructure			
Subtotal Parks	\$3,595,000	\$15,405,000		(\$5,000)	\$213,333	\$208,333
Board of Education						
CHMS Underground Storage Tank Replacement	\$175,000	\$175,000	N/A - infrastructure			
CHMS Underground Storage Tank Replacement	\$250,000	\$250,000	N/A - infrastructure			
Northeast Middle School Renovations	\$250,000	\$250,000	N/A - planning		\$16,667	\$16,667
Edgewood Roof Replacement	\$1,306,350	\$1,306,350	HVAC component	(\$10,000)	\$87,090	\$77,090
Subtotal Board of Education	\$1,981,350	\$1,981,350		(\$10,000)	\$103,757	\$93,757
Information Technology						
Citywide Broadband Network Evaluation	\$250,000	\$350,000	N/A - planning			
Network Replacement	\$300,000	\$300,000	N/A - repair			
Subtotal Information Technology	\$550,000	\$650,000		\$0	\$0	\$0
Total	\$46,956,350	\$64,447,350		(\$55,665)	\$2,677,757	\$2,622,092

** Cost for debt service for current appropriation is estimated principal only payments on a 15 year bond issue. This estimate is for illustrative purposes only.

Project Profiles

Individual project profiles which have funds appropriated in fiscal year 2022 are presented below.

Project Number: 22-1	
Project Name: Citywide Broadband Network Evaluation	
Purpose: To evaluate an open access fiber broadband network for internet service providers to use to provide services to businesses and households of Bristol. The prior appropriation is being used to provide an overall plan and feasibility study to see if this network is sustainable and if the community wants it.	
Funding Source:	ARPA
Project Appropriations:	\$250,000 FY 2022, Prior Appropriation \$100,000, Total Cost \$350,000

Project Number: 22-2	
Project Name: Network Replacement	
Purpose: To update the City's aging wired and wireless infrastructure and to remove any security vulnerabilities.	
Funding Source:	ARPA
Project Appropriations:	\$300,000 FY 2022, Total Cost \$300,000

Project Number: 22-3	
Project Name: E.G. Stocks Playground and Splash Park Upgrade	
Purpose: To replace and refurbish the existing playground and splash park, address ADA deficiencies, upgrade fields and add basketball court lights.	
Funding Source:	Bonding
Project Appropriations:	\$600,000 FY 2022, Total Cost \$600,000

Project Number: 22-4	
Project Name: Bathrooms for Veterans Memorial Boulevard	
Purpose: To install prefabricated park bathrooms at Memorial Boulevard to accommodate visitors.	
Funding Source:	ARPA
Project Appropriations:	\$150,000 FY 2022, Total Cost \$150,000

Project Number: 22-5 Project Name: Page Park Pavilion Renovation - Phase 2	
Purpose: To continue renovations to a park building needed to bring the facility online for public rental.	
Funding Source:	Bonding
Project Appropriations:	\$600,000 FY 2022, Prior Appropriation \$210,000, Total Cost \$810,000

Project Number: 22-6 Project Name: Page Park Revitalization	
Purpose: To address long standing issues and revitalize the park for future generations as recommended by the Parks Master Plan.	
Funding Source:	Bonding
Project Appropriations:	\$2,000,000 FY 2022, \$Total Cost \$13,600,000

Project Number: 22-7 Project Name: Seymour Park Repairs/Conversion	
Purpose: To repair and re-surface tennis and basketball courts, address ADA deficiencies, convert one tennis court into two pickle ball courts and install a prefabricated restroom.	
Funding Source:	LoCIP
Project Appropriations:	\$245,000 FY 2022, Total Cost \$245,000

Project Number: 22-8 Project Name: Chippens Hill Middle School Underground Storage Tank for Diesel Replacement	
Purpose: To replace a 500 gallon tank and monitoring system.	
Funding Source:	ARPA (BOE) and Grants
Project Appropriations:	\$175,000 FY 2022, Total Cost \$175,000

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Project Number: 22-9	
Project Name: Chippens Hill Middle School Underground Storage Tank Replacement	
Purpose: To replace a 10,000 gallon tank and monitoring system.	
Funding Source: ARPA (BOE) and Grants	
Project Appropriations:	\$250,000 FY 2022, Total Cost \$250,000

Project Number: 22-10	
Project Name: Northeast Middle School Renovations	
Purpose: To acquire a schematic design to build a new Northeast Middle School.	
Funding Source: Bonding	
Project Appropriations:	\$250,000 FY 2022, Total Cost \$250,000

Project Number: 22-12	
Project Name: Edgewood School Roof Replacement	
Purpose: To replace the existing 34 year old roof. In addition, remove and replace existing HVAC equipment.	
Funding Source: Bonding	
Project Appropriations:	\$1,306,350 FY 2022, Total Cost \$1,306,350

Project Number: 22-13	
Project Name: Memorial Boulevard Retaining Wall	
Purpose: To replace the collapsed section and structurally support the remaining section.	
Funding Source:	Bonding
Project Appropriations:	\$780,000 FY 2022, Prior Appropriation \$806,000, Total Cost \$1,586,000

Project Number: 22-14	
Project Name: Broad Street Retaining Wall	
Purpose: To replace the existing Broad Street stone retaining wall with a concrete wall after a 50 foot section of the stone wall failed and is being temporarily supported.	
Funding Source:	Bonding
Project Appropriations:	\$80,000 FY 2022, Total Cost \$780,000

Project Number: 22-15	
Project Name: Field Street Culvert	
Purpose: To replace the five foot by four foot stone walled culvert with a concrete structure.	
Funding Source:	Bonding
Project Appropriations:	\$430,000 FY 2022, Total Cost \$430,000

Project Number: 22-16	
Project Name: Downs Street Bridge Replacement	
Purpose: To replace the Downs Street bridge, which has weight restrictions due to a DOT bridge inspection rating, with new concrete foundation wall sections and bridge slab, decking, rail system and sidewalks from Memorial Boulevard to South Street.	
Funding Source:	Grants
Project Appropriations:	\$2,000,000 FY 2022, Prior Appropriation \$320,000, Total Cost \$2,320,000

Project Number: 22-17	
Project Name: Wolcott Street Reconstruction	
Purpose: To reconstruct Wolcott Street roadway (from Route 69 to Witches Rock Road) including installation of storm drainage, upgrading curtain drain, paving, curbing and concrete sidewalks.	
Funding Source:	Grants
Project Appropriations:	\$2,200,000 FY 2022, Prior Appropriation \$165,000, Total Cost \$2,365,000

Project Number: 22-18	
Project Name: Pequabuck River Bank Stabilization - Rockwell Park	
Purpose: To repair a severely destabilized area along the slopes of the Pequabuck River just east of the footbridge in Rockwell Park to prevent worsening of the slope erosion.	
Funding Source:	LoCIP
Project Appropriations:	\$220,000 FY 2022, Total Cost \$220,000

Project Number: 22-19	
Project Name: Divinity Street Culvert	
Purpose: To replace the six foot by five foot stone walled culvert with a concrete structure and install storm drainage (corrugated metal piping).	
Funding Source:	Grants
Project Appropriations:	\$600,000 FY 2022, Prior Appropriation \$350,000, Total Cost \$950,000

Project Number: 22-21	
Project Name: Woodland Street Sidewalks	
Purpose: To construct concrete or stamped asphalt sidewalks to replace approximately 3,000 linear feet of bituminous walk located on the south side of Woodland Street which are in a deteriorated and unsafe condition.	
Funding Source:	Bonding
Project Appropriations:	\$340,000 FY 2022, Total Cost \$340,000

Project Number: 22-22	
Project Name: Reclaim/Reconstruct Westwood Road and Skyview Terrace	
Purpose: To reclaim existing pavement, install new bituminous pavement and bituminous curbing for Westwood Road and for Skyview Terrace.	
Funding Source: Road Improvements Fund	
Project Appropriations:	\$400,000 FY 2022, Total Cost \$400,000

Project Number: 22-23	
Project Name: Shrub Road Sidewalks	
Purpose: To install concrete sidewalks on the north side of Shrub Road.	
Funding Source: Bonding	
Project Appropriations:	\$80,000 FY 2022, Total Cost \$690,000

Project Number: 22-24	
Project Name: City Hall Renovations	
Purpose: To renovate "as new" the 60,000 SF City Hall building including a new eastern building facade, replacement of all building mechanical, HVAC, central elevator and security systems, site improvements, an ADA entry way and ADA parking.	
Funding Source: Bonding	
Project Appropriations:	\$31,800,000 FY 2022, Prior Appropriation \$1,650,000, Total Cost \$33,450,000

Project Number: 22-25	
Project Name: Police Court Complex MEP Upgrades - Phase I	
Purpose: To replace all major MEP (mechanical, electrical, plumbing) equipment in the building including new furnace, air supply, digital control system and ductwork. This Phase I work will be concentrated in the mechanical room and other isolated sections of the building. Phases 2 and 3 will consist of upgrades to the second floor and improvements to the building AC and water systems.	
Funding Source: Bonding	
Project Appropriations:	\$1,900,000 FY 2022, Total Cost \$2,880,000

PLAN B

CITY OF BRISTOL 2021-2022 CAPITAL BUDGET
10 YEAR CAPITAL IMPROVEMENT AND STRATEGIC PLANNING COMMITTEE - APRIL 27, 2021
BOARD OF FINANCE APPROVED - APRIL 27, 2021 (REVISED JUNE 22, 2021) - JOINT MEETING APPROVED MAY 25, 2021

Project	Department	Project Name	REQUEST			FUNDING SOURCE						Future Costs	
			Project Cost	Prior Approp.	2021/2022 Request	2021/2022 Approved	2021/2022 Bonding	2021/2022 ARPA	2021/2022 LOCIP	2021/2022 Grants	2021/2022 Other Sources*		
22-1	IT	Citywide Broadband Network Evaluation	350,000	100,000	250,000	250,000			250,000 (2)				0
22-2	IT	Network Replacement	300,000		300,000	300,000			300,000 (2)				0
22-3	PRYCS	E.G. Stocks Playground & Splash Park Upgrade	600,000		600,000	600,000		600,000					0
22-4	PRYCS	Bathrooms for Veterans Memorial Boulevard	150,000		150,000	150,000			150,000 (1)				0
22-5	PRYCS	Page Park Pavilion Renovation - Phase 2	810,000	210,000	600,000	600,000		600,000					0
22-6	PRYCS	Page Park Revitalization	13,600,000		2,000,000	2,000,000		2,000,000					11,600,000
22-7	PRYCS	Seymour Park Repairs/Conversion	245,000		245,000	245,000			245,000				0
22-8	BOE	CHMS Underground Storage Tank - Diesel Replacement	175,000		175,000	175,000			63,000 (2)		112,000		0
22-9	BOE	CHMS Underground Storage Tank Replacement	250,000		250,000	250,000			90,000 (2)		160,000		0
22-10	BOE	Northeast Middle School Renovations	250,000		250,000	250,000		250,000					0
22-12	BOE	Edgewood - Roof Replacement	1,306,350		1,306,350	1,306,350		1,306,350					0
22-13	Public Works	Memorial Boulevard Retaining Wall	836,000	56,000	780,000	780,000		780,000					0
22-14	Public Works	Broad Street Retaining Wall	780,000		80,000	80,000		80,000					700,000
22-15	Public Works	Field Street Culvert	430,000		430,000	430,000		430,000					0
22-16	Public Works	Downs Street Bridge Replacement	2,320,000	320,000	2,000,000	2,000,000					2,000,000		0
22-17	Public Works	Wolcott Street Reconstruction	2,365,000	165,000	2,200,000	2,200,000					2,200,000		0
22-18	Public Works	Pequabuck River Bank Stabilization - Rockwell Park	220,000		220,000	220,000			220,000				0
22-19	Public Works	Divinity Street Culvert	950,000	350,000	600,000	600,000					600,000		0
22-21	Public Works	Woodland Street Sidewalks	340,000		340,000	340,000		340,000					0
22-22	Public Works	Reclaim/Reconstruct - Westwood Rd & Skyview Terrace	400,000		400,000	400,000					400,000		0
22-23	Public Works	Shrub Road Sidewalks	690,000		80,000	80,000		80,000					610,000
22-24	Public Works	City Hall Renovations	33,450,000	1,650,000	31,800,000	31,800,000		31,800,000					0
22-25	Public Works	Police Court Complex MEP Upgrades - Phase 1	2,880,000		1,900,000	1,900,000		1,900,000					880,000
			\$63,697,350	\$2,851,000	\$46,956,350	\$46,956,350		\$40,166,350	\$853,000	\$465,000	\$5,072,000	\$400,000	\$13,890,000

(1) City
(2) BOE
*Road Improvements Fund

LONG RANGE AND CAPITAL STRATEGIC PLANNING

2021-2031 10 YEAR CAPITAL IMPROVEMENT PLAN

The 10 Year Capital Improvement and Strategic Planning Committee annually reviews a schedule of projects anticipated over the long term. This schedule is summarized by Department in the chart below, and is used by the Committee, Board of Finance and City Council as a planning tool for future maintenance and improvements to City buildings, properties and infrastructure within the City. The projects are summarized as follows:

Department	Amount Requested	Total Prior Appropriations	2021/2022 Approved	2022/2023	2023/2024	2024/2025
BOE	183,826,150	1,254,000	1,981,350	1,300,000	75,402,400	14,326,600
IT	1,150,000	100,000	550,000	100,000	100,000	100,000
Fire	4,020,000	400,000	0	0	770,000	0
PRYCS	23,761,000	0	3,595,000	3,400,000	5,450,000	3,850,000
WPC	58,972,500	360,000	0	337,500	425,000	300,000
Public Works	90,985,000	4,023,000	40,830,000	13,930,000	6,060,000	6,832,000
Totals	362,714,650	6,137,000	46,956,350	19,067,500	88,207,400	25,408,600

Department	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	Future Costs
BOE	80,261,800	6,800,000	2,500,000	0	0	0
IT	100,000	100,000	0	0	0	0
Fire	0	1,850,000	0	0	1,000,000	0
PRYCS	2,710,000	806,000	1,100,000	500,000	850,000	1,500,000
WPC	750,000	750,000	400,000	2,000,000	0	53,650,000
Public Works	2,500,000	1,500,000	4,500,000	1,950,000	5,200,000	3,660,000
Totals	86,321,800	11,806,000	8,500,000	4,450,000	7,050,000	58,810,000

Board of Education (BOE) – Underground Storage Tank Replacements; Edgewood School Roof Replacement; Renovate as new Northeast Middle and Stafford Elementary schools; Roof and Mechanicals at the high schools; and other target renovations at various other schools.

Information Technology (IT) – Network Replacement; Video Surveillance; and City Broadband Network

Fire – Fire Station 3 Reconstruction/Renovation; and various apparatus replacement

Parks – Improvements to various City parks through implementation of the Parks Master Plan. The Master Plan was conducted over 2020 and was adopted by the Board of Park Commissioners in February 2021. This city-wide plan establishes recommendations for the Department to achieve the vision of the community without diminishing the quality of the parks and programs available to users across the entire City of Bristol. The plan identifies current and future needs for the City of Bristol to help guide the Department for the next 5 to 10 years. The plan helped staff gain a better understanding of community needs, identify gaps of service,

programs and facilities not currently being met, identify future trends and benchmarking through the National Recreation and Parks Association and other standards, creation of potential park renovation/improvement designs with estimated associated costs for such improvements, address plans for deferred maintenance, and define future Capital Improvement Projects. In addition, the plan addressed staffing/equipment needs to meet recreation and park objectives, guidance in the prioritization of projects, development of a phased plan for ADA Compliant Upgrades and a CAPRA Accreditation Review. The master planning process including a review and research of existing documentation to build upon what has been previously developed, comprehensive, systematic community engagement process, in-depth site analysis for all of the city parks, review of each park for ADA compliance, in-depth comprehensive site plan for Page Park, high level overview of Board of Education facilities, inventory of existing city park assets, review of city open space and properties. The plan also identified and recommended programming and maintenance plans, and sustainability plans and green initiatives, as well as recommendations for aggressive and sustainable funding sources. The master plan has helped department leadership with goal setting and project prioritization for the next 5-10 years that can be incorporated in the 10 Year Capital Improvement Plan.

Water Pollution Control (WPC) – Various major sewer system upgrades.

Public Works – City Hall Renovations; upgrades to the Police court Complex Mechanical, Electrical and Plumbing systems; major road improvements; and sidewalk and drainage improvements.

These proposed projects were considered in developing a debt service projection and timeline for planning purposes, illustrated on page 334, with a goal of maintaining relative stability in debt service levels. The following debt service projections incorporate funding for these projects over the next five years.

2022 STRATEGIC PLAN

There are a number of processes in place with regard to strategic and long term planning. The focus currently is to improve the City's infrastructure, economic development, quality of life and improved services to its citizens. Recent initiatives include:

- Citizen feedback through surveys
- Master Planning for select departments
- Process improvements and shared services
- Capital Budgeting and ten year financial forecasting for projects
- Integration of various department goals and strategic plans with annual budget process and review by 10-Year CIP and Strategic Planning Committee.

Certain elements of the City's Long Term Strategic Plan include:

DIGITAL DIVIDE/BROADBAND

Engaged a consultant to assist with providing a City wide network. A survey as well as a video explaining the proposed network and potential cost was developed to inform citizens and obtain their input. This information will be used to assess the need and design of the network. The goals of this initiative are to:

- Separate Infrastructure from Service Provider and provide competition
- Lower costs to consumer that will also provide better and reliable speeds
- Eliminate Digital Divide issues. A significant issue identified during the pandemic particularly for remote learning

Capital Budget Summary

- Create an environment of innovation to attract businesses and enhance existing economic development opportunities
- Make Bristol a more attractive place to live and work
- Provide a self-sustaining service similar to a utility.

INFRASTRUCTURE

Address City roadways in accordance with needs assessment and prioritize for inclusion in Ten Year Capital Improvement Program.

- Established a Road Improvements Fund to supplement bonding for road improvements utilizing State and Federal grants as well as General Fund appropriations.
- Annual evaluation of City roads and infrastructure using a pavement management rating system.

PARKS AND RECREATION

Engaged consultant to assist with a Parks Master Plan:

- Incorporated citizen surveys
- Prioritized projects for improvements to parks and facilities to develop long term plans to meet citizen priorities.
- Create a Plan to fund the new projects in a timely and organized schedule for planning purposes
- More detail can be in the department summary section of the budget document for Parks and Recreation.

DOWNTOWN REVITALIZATION/ECONOMIC DEVELOPMENT

- Due to the City's planning over the last 4 years, the State of CT Dept. of Economic & Community Development Urban Act funded \$4.6 million for infrastructure for the final stage of its downtown revitalization
- The City has developed a Route 72 corridor study for Riverside Avenue improvements that meld with the downtown plans and the planned opening of the Memorial Boulevard Magnet School and Rockwell theater.

EDUCATION

Engaged consultant to assist with "Reimagining Bristol Public Schools – Past, Present, and Future". Plan includes:

- Renovation and updates to old and outdated schools
- Planned Redistricting to create parity in class size and demographics and timed to incorporate the new magnet school coming online in September 2022
- Adopting consistent grade configurations/instructional models across all schools aligned to developmental plane of child
- Increasing access to Universal Pre-K programming
- Updating enrollment and feasibility studies
- Feedback from Community and Board of Education

FINANCIAL

While the City does not have internal audit staff, the Board of Finance implemented a strategy to hire consultants to perform a review/audit of financial processes within various departments starting in 2017. Since that time the following departments have been reviewed:

- Education
- Youth and Community Services
- Code Enforcement
- Police – specific to the payroll function

Many of the recommendations have been implemented or are in the process of being implemented. It is expected that the Board of Finance will continue with these annual reviews.

POLICE

The Police Department recently achieved Tier 3 State Accreditation, the highest level afforded to departments by the State of CT Police Officers Standards and Training Council. With this accreditation and new requirements from the Police Accountability Act, the Department will initiate a process to re-tool its philosophy, community policing, and operational issues.

FIRE

The Fire Department is in a period of transition with a large number of anticipated retirements. Strategic planning for this began during contract negotiations in 2019 with the adoption of a Deferred Retirement Option Plan that allows management to both maintain staffing levels required for the department as well as hire appropriately to replace retiring firefighters. The City also coordinated recruitment marketing with the Police Department for their new recruits to increase diversity.

DIVERSITY EQUITY & INCLUSION

Recognizing that quality of life is a main component for healthy communities, the City has recently created the following

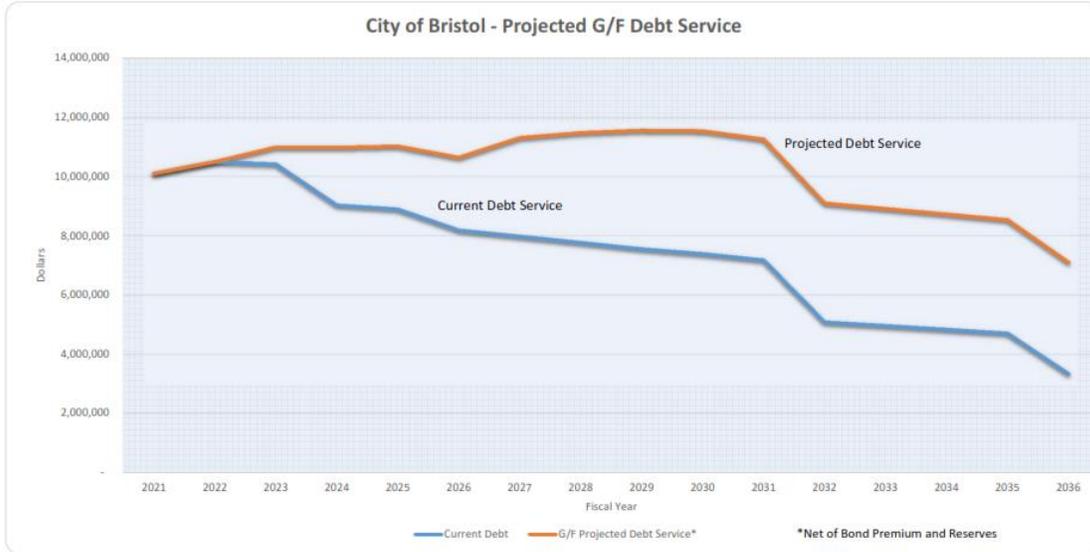
- Arts & Culture Commission
- Diversity Council
- Youth Cabinet
- Mayor's Task Force on Opioid Prevention
- Senior Tax Relief Committee

Capital Budget Summary

CITY OF BRISTOL
TEN YEAR CAPITAL IMPROVEMENT AND STRATEGIC PLANNING COMMITTEE
DEBT SERVICE PROJECTIONS - FY2022

A	B	C	D	E	F	G	H	I	J
FISCAL YEAR	CURRENT GENERAL FUND	FINANCING #1		FINANCING #2		Total Projected General Fund Debt Service	Annual Change	Increase in Mill Rate	Debt Service as a % of Budget
		\$30M BANS 11/21; \$35M Bonds 11/22	\$20M BANS 11/23; \$20M BANS 11/24; \$25M Bonds 11/25	Anticipated use of Bond Premium or Reserves					
2021	10,924,472	-	-	(824,472)	10,100,000		-	0.00%	5.33%
2022	11,722,176	-	-	(1,222,176)	10,500,000	400,000	0.10	0.26%	5.58%
2023	10,418,188	575,000	-	-	10,993,188	493,188	0.13	0.33%	5.10%
2024	9,032,423	1,950,000	-	-	10,982,423	(10,765)	(0.00)	-0.01%	4.97%
2025	8,896,605	1,975,000	150,000	-	11,021,605	39,183	0.01	0.03%	4.87%
2026	8,190,838	1,949,000	500,000	-	10,639,838	(381,767)	(0.10)	-0.25%	4.59%
2027	7,982,313	1,923,000	1,400,000	-	11,305,313	665,475	0.17	0.44%	4.75%
2028	7,771,065	2,322,000	1,382,000	-	11,475,065	169,752	0.04	0.11%	4.71%
2029	7,556,050	2,437,500	1,564,000	-	11,557,550	82,486	0.02	0.05%	4.63%
2030	7,392,175	2,400,000	1,742,000	-	11,534,175	(23,375)	(0.01)	-0.02%	4.50%
2031	7,179,931	2,362,500	1,716,000	-	11,258,431	(275,745)	(0.07)	-0.18%	4.29%
2032	5,086,123	2,325,000	1,690,000	-	9,101,123	(2,157,308)	(0.55)	-1.43%	3.38%
2033	4,963,640	2,287,500	1,664,000	-	8,915,140	(185,984)	(0.05)	-0.12%	3.23%
2034	4,838,484	2,250,000	1,638,000	-	8,726,484	(188,656)	(0.05)	-0.12%	3.09%
2035	4,711,524	2,212,500	1,612,000	-	8,536,024	(190,460)	(0.05)	-0.13%	2.95%
2036	3,342,886	2,175,000	1,586,000	-	7,103,886	(1,432,139)	(0.36)	-0.95%	2.39%
2037	3,249,641	2,137,500	1,560,000	-	6,947,141	(156,745)	(0.04)	-0.10%	2.28%
2038	3,155,432	2,100,000	1,534,000	-	6,789,432	(157,710)	(0.04)	-0.10%	2.18%
2039	3,058,889	2,062,500	1,508,000	-	6,629,389	(160,043)	(0.04)	-0.11%	2.07%
2040	1,398,975	2,025,000	1,482,000	-	4,905,975	(1,723,414)	(0.44)	-1.14%	1.50%
2041	-	1,987,500	1,456,000	-	3,443,500	(1,462,475)	(0.37)	-0.97%	1.02%
2042	-	1,950,000	1,430,000	-	3,380,000	(63,500)	(0.02)	-0.04%	0.98%
2043	-	1,912,500	1,404,000	-	3,316,500	(63,500)	(0.02)	-0.04%	0.94%
2044	-	-	1,378,000	-	1,378,000	(1,938,500)	(0.49)	-1.28%	0.38%
2045	-	-	1,352,000	-	1,352,000	(26,000)	(0.01)	-0.02%	0.36%
2046	-	-	1,326,000	-	1,326,000	(26,000)	-	0.00%	0.35%
	130,871,826	43,319,000	31,074,000	(2,046,648)	203,218,178				

Capital Budget Summary



ASSUMPTIONS:

Approximately \$60M in authorized/unissued and proposed projects

FINANCING #1

Bond Anticipation Note Issue - 1 year @ 0.75%	21-Nov	30,000,000
Bond Issue - 20 year @ 2%	22-Nov	35,000,000

FINANCING #2

Bond Anticipation Note Issue 1 year @ 1%	23-Nov	20,000,000
Bond Anticipation Note Issue 1 year @ 1.25%	24-Nov	25,000,000
Bond Issue 10 year at 2%	25-Nov	25,000,000

Mill Rate assumptions at 10/1/20 GL estimate - no projected annual increase

Budget assumptions assume a 2.5% annual budget increase

Road Improvements Fund

In 2020-2021 a Road Improvements Fund was established by the Board of Finance to account for various funding sources related to road infrastructure projects and costs. The funding sources include State funding from the Municipal Grant in Aid fund and the Town Aid Road State Grant as well as a budgeted transfer in from the General Fund. For 2021-2022 the City adopted a formal budget for this fund in the amount of \$4,672,845 allocated to the purchase of various construction equipment, reconstruction of various City building parking lots and road reconstruction improvements that includes regular ongoing road reconstruction as well as projects approved through the Capital Improvement Program planning process.

3063019 REVENUES

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL REVENUE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
CONTRIBUTIONS							
470000		CONTRIBUTIONS	\$0	\$0	\$78,196	\$0	\$0
		TOTAL CONTRIBUTION	\$0	\$0	\$78,196	\$0	\$0
STATE GRANTS							
432020		TOWN AID ROAD	\$0	\$0	\$662,854	\$662,850	\$662,850
432059		MUNICIPAL GRANTS IN AID	0	0	0	3,709,995	\$3,709,995
432059	21G18	MUNICIPAL GRANTS IN AID	0	0	3,709,996	0	\$0
		TOTAL STATE GRANTS	\$0	\$0	\$4,372,850	\$4,372,845	\$4,372,845
OPERATING TRANSFERS IN							
490001		TRANSFER IN GENERAL FUND	\$0	\$0	\$82,000	\$300,000	\$300,000
490001	21C08	TRANSFER IN GENERAL FUND	0	0	418,000	0	\$0
		TOTAL OPERATING TRANSFERS IN	\$0	\$0	\$500,000	\$300,000	\$300,000
		TOTAL SOLID WASTE DISPOSAL FUND	\$0	\$0	\$4,951,046	\$4,672,845	\$4,672,845

3063019 EXPENDITURES

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURES	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
CONTRACTUAL SERVICES							
531000		PROF FEES	\$0	\$0	\$0	\$25,000	\$25,000
		TOTAL CONTRACTUAL SERVICES	\$0	\$0	\$0	\$25,000	\$25,000
SUPPLIES							
561800		PROGRAM SUPPLIES	\$0	\$0	\$0	\$40,000	\$40,000
		TOTAL SUPPLIES	\$0	\$0	\$0	\$40,000	\$40,000
CAPITAL OUTLAY							
570300	21C08	IMPROVEMENTS - OTHER	\$0	\$418,000	\$0	\$0	\$0
570300		IMPROVEMENTS - OTHER	0	4,823,050	0	4,570,895	4,570,895
570300	21G18	MUNICIPAL GRANTS IN AID	0	3,709,996	0	0	0
579999		2022 CAPITAL OUTLAY	0	0	0	36,950	0
570400	22013	SKID STEER ATTACHMENT	0	0	0	0	27,450
570400	22014	BROOM COLLECTION SYSTEM	0	0	0	0	9,500
		TOTAL CAPITAL OUTLAY	\$0	\$8,951,046	\$0	\$4,607,845	\$4,607,845
		SOLID WASTE DISPOSAL FUND TOTAL	\$0	\$8,951,046	\$0	\$4,672,845	\$4,672,845