

City of Bristol Connecticut



THANK YOU BRISTOL ESSENTIAL WORKERS 

Annual Adopted Budget 2021-2022



Bristol, Connecticut

Annual Budget

Fiscal Year 2022
July 1, 2021 – June 30, 2022



Ellen Zoppo-Sassu
Mayor

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



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**City of Bristol
Elected and Appointed Officials
For Fiscal Year 2022**

Executive (Elected)

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

Members of City Council (Elected)

7 Members

Council District 1 **Gregory R. Hahn
Scott William Rosado**

Council District 2 **Peter B. Kelley
David J. Preleski**

Council District 3 **Mary B. Fortier
Brittany L. Barney**

Board of Finance (Appointed)

9 Members

Chairperson **John E. Smith**
Vice Chairman **Orlando Calfe**
Commissioners **Mayor Ellen A. Zoppo-Sassu
Ron Burns
Glenn Heiser
Dave Maikowski
Jonathan Mace
Marie O'Brien
Vacant**

Board of Education (Elected)

9 Members

Chairperson **Jennifer Dube**
Vice Chairperson **Kristen Giantonio**
Secretary **Alison C. Wadowski**
Commissioners **Chris Wilson
Karen Vibert
Eric Carlson
Shelby Rafaniello Pons
Thomas O'Brien
John W. Sklenka**

General Government (Elected)

Registrar of Voters (D)
Registrar of Voters (R)
Treasurer

Kevin McCauley
Sharon Krawiecki
Thomas O. Barnes, Jr.

City of Bristol Component Unit (Entity)

Bristol/Burlington Health District

Marco Palmeri

Enterprise Fund

Water Department Superintendent

Robert Longo

General Government

Assessor
Tax Collector
Purchasing Agent
Comptroller
Assistant Comptroller
Human Resources Director
Corporation Counsel
Town and City Clerk
Department of Aging Director
City Planner
City Engineer
Police Chief
Fire Chief
Emergency Management Director
Building and Zoning Official
Director of Public Works
Library Director
Superintendent of Parks, Recreation, Youth
and Community Services
Bristol Development Authority Director
Water Pollution Control Manager
Superintendent of Schools

Thomas DeNoto
Ann Bednaz
Roger Rousseau
Diane Waldron
Robin Manuele
Mark Penney
Wyland Dale Cliff
Therese Pac
Patricia Tomascak
Robert Flanagan
Nancy Levesque
Brian Gould
Vacant
Harland Graime
Richard Brown
Raymond Rogozinski
Deborah Prozzo
Joshua Medeiros

Justin Malley
Sean Hennessey
Catherine Carbone



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Bristol
Connecticut**

For the Fiscal Year Beginning

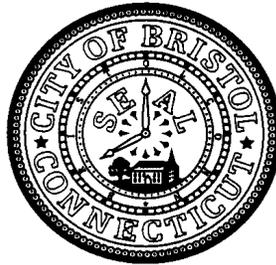
July 1, 2020

Christopher P. Morill

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Bristol, Connecticut, for its Annual Budget for the fiscal year beginning July 1, 2020. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.





Mission Statement

**To make Bristol an
equity-centric
high quality of life community
for residents
and businesses
by supporting a dynamic
and innovative education system and
ensuring long term financial stability
through responsive government services.**



Board of Finance

John Smith, Chairperson
Orlando Calfe, Vice Chairman
Ellen Zoppo-Sassu, Mayor
Ron Burns
Nicolas Jones
Glenn Heiser
Jon Mace
Dave Maikowski
Marie O'Brien



City Council

Ellen Zoppo-Sassu, Mayor
Brittany Barney
Mary Fortier
Gregory Hahn
Peter Kelley
Scott Rosado
Dave Preleski

City of Bristol
Mayor's Budget Message

Dear Residents and Taxpayers,

When the narrative of the last fiscal year is written, it will not be a chronicle of struggle, but a story of perseverance and achievement in a difficult time. While we mourn the loss of the over 130 residents who lost their lives to COVID-19, we applaud the efforts of the city departments who worked tirelessly to ensure that the damage was contained and services were maintained.

As City departments and residents together continue to show their resiliency in a post-pandemic world, we will be continuing our discussions on Diversity, Equity and Inclusion, as well as creating public policies on food insecurity and the Digital Divide, monitoring the budget and evaluating opportunities to share resources, working with the Board of Education on their forward-looking agenda, while pursuing an aggressive economic development agenda to grow the Grand List. All of this will also now be augmented through a new lens – the receipt of millions of dollars in and federal American Rescue Plan Act funds. The opportunities to make transformative changes within Bristol are upon us, all juxta positioned against the backdrop of existing projects emerging downtown and across the City.

The City Council and I are grateful for the level of professionalism displayed by staff, board and commission members who continued to move Bristol forward over the last year, and look forward to so many projects and initiatives coming to fruition over the course of the next fiscal year.

Sincerely,

A handwritten signature in blue ink that reads 'Ellen Zoppo-Sassu'.

Ellen Zoppo-Sassu
Mayor, City of Bristol



Board of Finance Chairman's Budget Message

To the Mayor, City Council, Citizens and Taxpayers of Bristol:

On behalf of the members of the Bristol Board of Finance, I present its recommended budget for the 2021-2022 fiscal year for adoption by the Joint Meeting of the City Council and Board of Finance as mandated by Section 25(l) of the Charter of the City of Bristol.

This budget represents a 2.20% increase above the City's 2020-2021 budget with a zero mill tax increase. Expenditure changes from 2020-2021 are as follows:

- General City increased \$1.71 million or 2.28%.
- Debt Service and Capital Transfers increased \$175 thousand or 1.61%
- Education increased \$2.628 million or 2.21%

Revenue

Revenue estimates remain relatively constant with 2020-2021 with the exception of Investment Income, which is estimated to be reduced by \$150,000. In light of current economic conditions resulting from the COVID 19 pandemic, interest rates plummeted the last year and it is highly unlikely the City will be able to invest its cash balances at rates available prior to the pandemic. However, estimated increases in Supplemental Motor Vehicle (\$100,000), Building Permit fees (\$25,000), and Conveyance Tax (\$25,000) may partially mitigate the impact of that reduction. In addition the City's Grand List increase from \$3.998 billion to \$4.076 billion will generate an estimated \$2.91 million in new tax revenue at the current mill rate.

At June 30, 2020 the Joint Meeting set aside \$1.65 million in a Mill Rate Stabilization Fund to be used to offset anticipated increases in future debt service costs as well as other increased expenses. Of this amount \$1,600,000 will be used to help avoid a tax increase.

Expenditures

Department requests addressed both immediate needs as well as future goals and objectives. Having information regarding future expenditure requirements is an absolute necessity from a budgetary and strategic planning perspective. In total department requests for the 2021-2022 fiscal year represented an increase of \$11.9 million (5.81%) over the existing 2020-2021 budget which would have equated to a tax increase of approximately 6%.

Additionally, capital outlay requests totaled \$2.3 million and there was a projected 6% increase in health insurance.

As has been past practice in years departmental budget requests are scrutinized by the Comptroller's Office as well as the Board of Finance. This effort results in all parties having an understanding of the economic impact of budget requests causing, in most instances, a reduction in projected expenditures. 20-21 was driven by varying degrees of the unknown requiring the City to initiate new and different modes of operation. The changes were many, but the Mayor working with Department Heads initiated operational practices which resulted in little, if any, interruption in municipal services. The same was true for the public school system. The entire Staff and the Board of Education charged with the task of continuing the education process, the Superintendent along with the her staff developed initiatives to accommodate distance learning when necessary, maintain a safe and healthy environment in school buildings when schools were in session and continued to provide other services i.e. school lunches when schools were closed. Some of the operational changes were considered so effective that they have become standard procedure with minimal impact on operating budgets. So too has been the experience of additional collaboration among all Departments including Education. The Water and Sewer Departments now operates as one, manpower expertise is being shared such as the Public Schools Facilities Director working with the Director of Public Works and the City's Director of

Transmittal Letter

Information Technology having oversight of the entire system including Education. Some cost savings and cost avoidance have already been achieved. City leaders are committed to consider the dissolution of operational silos when it makes organizational sense to do so. Additionally, based on the recommendations of the Comptroller and Staff a Road Improvement Fund has been established to make certain funds available to accommodate necessary future projects.

Summary

The 2021-2022 Board of Finance adopted budget totaling \$209,594,190 is a result of consultation, collaboration, and coordination among the operational and governance sections of the City. The future will mandate that all levels of public sector government function as a cohesive unit. It would appear that we, in Bristol, are working towards that process. With the Mayor's expansion of the role of the City's Capital Improvement Committee to include a strategic planning component the City will be better prepared to address short and long term goals not only from a financial perspective but also to recognize the elements necessary to pursue economic growth for the community. In that regard, the Parks, Recreation, Youth and Community Services Department, previously the Parks and Recreation Department has recently completed a City-wide Parks Master Plan as a guide toward future initiatives.

Additionally, the Mayor has recently assembled a special nonpartisan Task Force comprised of municipal leaders and Bristol citizens to offer advice and counsel regarding the expenditure of funds resulting from the American Rescue Plan Act. Bristol will receive an approximate total of \$46 million (\$26 million directly to the City and \$19 million directly to the Bristol Public Schools.) Strategic Planning will play a critical role in the decisions regarding the use of these funds.

Acknowledgements

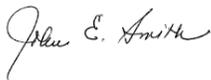
The Board wishes to acknowledge those who played a significant role in the budgetary process beginning with City department heads and Board of Education Administrators who were asked to submit not only financial data for 2021-2022 but also goals and objectives for the long term.

To Diane Waldron, Comptroller, and her staff: Robin Manuele, Assistant Comptroller, Jodi McGrane, Assistant to the Comptroller, and Skip Gillis, Senior Accountant -- Thank you for your leadership, for providing current information, for expressing notes of caution when necessary and for your sage advice and counsel throughout the process.

A personal thank you to the members of the Board of Finance who continue to give freely of their time and talents throughout the entire year attending meetings, listening to and reviewing data, participating in discussions and making difficult decisions regarding the City's finances.

Additionally, a thank you to the Mayor's Capital and Strategic Planning Committee for its work reviewing major capital requests, financing alternatives, and presenting recommendations to be included in the capital budget.

Respectfully submitted,



John Smith
Board of Finance Chairperson

Comptroller's Budget Message

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

It is my pleasure to present this 2021-2022 budget message and budget document. It is the culmination of many months of effort on the part of elected officials, citizens appointed to Boards and Commissions of the City, management and City staff who worked diligently on the development of the budget requests and review as well as preparation of this document in its completed format.

A significant effort was devoted to adopt a 2022 budget that is balanced fiscally, philosophically and meets the demands of the citizens of the City while keeping in mind the uncertainty of the economy and best interests of the taxpayers during these unsettling times. It is the desire of this administration, through this budget, to advance the quality of life for residents of the City of Bristol.

This budget messages provides an overview of the City's approved 2021-2022 budget. This budget, approved by the City Council and Board of Finance on May 25, 2021, totals \$275,260,621 for all funds. The General Fund budget, on which the mill rate is primarily based, is \$209,594,190. The mill rate remains at 38.35 which represents a zero mill rate increase.

Budget – Planning and Challenges

The City's 2021-2022 budget process started in November 2020. As part of the City's long term plan there were issues that were anticipated to affect the 2021-2022 budget. . Specifically:

- Phase in of Debt Service increases as a result of the October 2019 bond issue was initiated with gradual increases to the General Fund debt service line item that took effect in fiscal years 2020 and 2021. The last anticipated increase of this phase in occurs in the 2021-2022 budget. This approach was used so the City would stay well within acceptable debt service guidelines, policies and ratios as well as maintain a stable tax rate. The City was fortunate in that there was a sizeable premium from the October 2019 bond issue that was available to offset the debt service increases. In 2021-2022 the Debt Service line increased \$400,000.
- Negotiated union contract wage and benefit increases. Wages were expected to be a factor as all unions had completed contract negotiations with cost of living increases ranging from 2.25% - 2.75%.
- Mandated costs relating to the recently enacted Police Accountability legislation had a significant impact on the Police Budget.
- Increases in Education spending due to health insurance, wages and mandated special education costs.
- Dealing with COVID related challenges as the pandemic continued into the new fiscal year.

Due to these challenges, departments were asked to stay within 2020-2021 budget levels with no significant requested increases or new items unless justified. Departments also prepare a budget narrative outlining department goals and accomplishments for the current fiscal year, highlights of their budget request as it relates to new initiatives or challenges, goals for the upcoming year as well as longer term goals. The departmental budget narrative has been extremely beneficial as it assists the Board of Finance in their reviews of the departments requested budget. By having this information in advance of the department's budget hearing it encourages a deliberative and meaningful discussion on the level of funding needed by each department to accomplish their goals, objectives and longer term initiatives.

Transmittal Letter

The City continued to address issues related to the pandemic throughout this budget process. Faced with a spiraling economy, unprecedented unemployment and unanticipated additional costs, lost revenues and sensitivity to taxpayer needs, City officials were looking at how they could adopt a maintenance budget, maintain Education funding and continue to meet contractual obligations without a tax increase. How this was accomplished will be discussed and highlighted throughout this budget message.

Economic Forecast

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

Major Highlights of the 2021-2022 Budget

Overall department requests totaled \$216,983,400 representing a 5.81% increase. The Chart below highlights the overall requests:

Requested 2021-2022 Budget:

	Adopted 2020-2021	Requested 2021-2022	Increase \$	Increase %
General City	\$75,181,100	\$80,363,400	\$5,182,300	6.89%
Debt Service & Capital Transfers	\$10,875,000	\$13,042,000	\$2,167,000	19.96%
Education	\$119,022,000	\$123,578,000	\$4,556,000	3.83%
Total General Fund	\$205,078,100	\$216,983,400	\$11,905,300	5.81%

After significant review and recommendation by the Comptroller's Office and Board of Finance, at a Joint Meeting of the Board of Finance and City Council on May 25, 2021, a General Fund budget of 209,594,190 was approved. This represents a \$4,516,090 or 2.20% increase over the 2020-21 budget. The General City budget increased 2.28%, Debt Service and Capital Transfers increased 1.61% and Education increased 2.21%, as noted in the chart below.

Approved Budget:

Department	Adopted 2020-2021	Adopted 2021-2022	Increase (Decrease) \$	Increase (Decrease) %
General City	\$75,181,100	\$76,894,190	\$1,713,090	2.28%
Debt Service & Capital Transfers	\$10,875,000	\$11,050,000	\$175,000	1.61%
Education	\$119,022,000	\$121,650,000	\$2,628,000	2.21%
Total General Fund	\$205,078,100	\$209,594,190	\$4,516,090	2.20%

Transmittal Letter

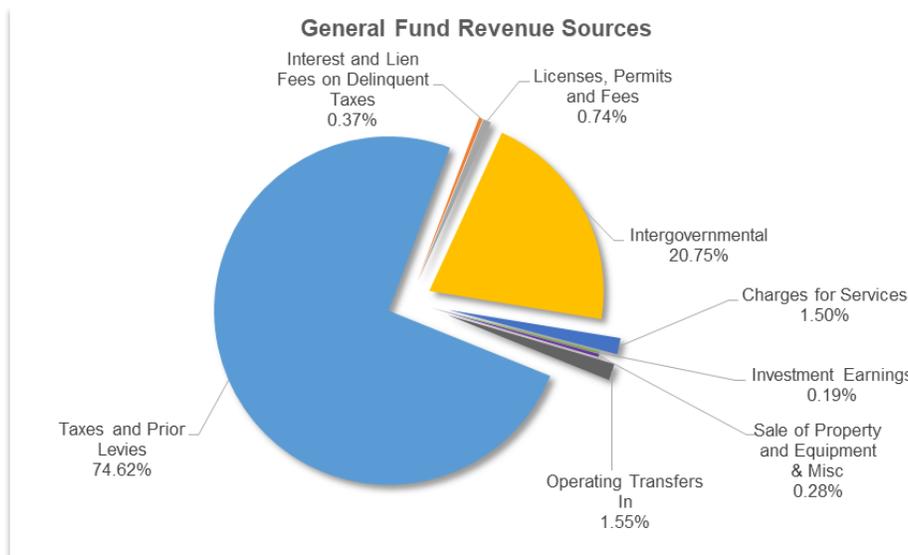
The adopted general fund budget incorporated adjustments/reductions totaling \$7,389,210. These adjustments were based on recommendations from the Comptroller’s Office identified through budget discussions with Departments, analyzing trends, and projecting needs and costs for the new fiscal year as well as recommendations from the Mayor, City Council members, the Board of Finance and Board of Education (BOE). Recognizing that significant funding was to be available through the American Rescue Plan Act, working collaboratively with all these groups, a number of initiatives were identified that this funding could be used for. In evaluating the use of these funds the City and BOE intend to allocate these funds to one time uses, capital needs or addressing COVID related social and economic impacts.

A discussion of the budget follows.

General Fund Revenues

Estimated Revenues:	Adopted 2021-2022	Adopted 2021-2022	Increase/ (Decrease) \$	Increase/ (Decrease) %
Taxes and prior levies	\$153,431,450	\$156,403,740	\$2,972,290	1.94%
Interest and lien fees on delinquent taxes	775,000	775,000	0	0.00%
Licenses, permits and fees	1,528,300	1,540,700	12,400	0.81%
Intergovernmental	43,499,925	43,488,920	(11,005)	(0.03%)
Charges for services	3,104,210	3,150,370	46,160	1.49%
Investment earnings	556,000	406,000	(150,000)	(26.98%)
Sale of property and equipment	75,000	75,000	0	0.00%
Miscellaneous	508,215	508,460	245	0.05%
Operating transfers in	1,600,000	3,246,000	1,646,000	102.88%
Total Estimated Revenues	\$205,078,100	\$209,594,190	\$4,516,090	2.20%

Revenues increased \$4,516,090 to balance the adopted appropriations.



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

Revenues and Forecasting

Other than Tax and Intergovernmental Revenues, as highlighted below, all other revenues of the City are annually forecasted (estimated) based on revenue type, growth or reduction patterns, underlying historical assumptions, as well as revenue reliability and validity of the estimates. The City's forecasting uses a combination of three to five year trend analysis, consensus, and a review of economic conditions. Underlying assumptions for each major source of revenue are identified and documented. The Comptroller's office works closely with department heads responsible for revenue estimates to identify any changes in local, regional, or national economic conditions, citizen demands, as well as changes in professional associations' guidance relative to revenues, and changes in state and local government programs and policies. Changes in the City's political environment are also considered. All assumptions, when identified, must be reasonable, valid, and current. Revenue increases in Motor Vehicle Supplement Tax revenues, and Building Permit Revenues were warranted this year based on historical data, trends and reasonable projections of development within the City. All other revenue estimates remained flat or near prior year levels for fiscal 2021-2022 budget estimates.

Tax Revenues and Mill Rate: Result of Budget Deliberations

The 2020-2021 mill rate was 38.35 and remains the same for 2021-2022. For the 2020-2021 budget there was an increase of 0.30 in the mill rate from the prior year or 0.79%.

Property taxation is the largest source of the City's revenue. Taxes are levied against real estate, personal property and motor vehicles based on an assessed value which is equivalent to 70% of the market value. The City performs a revaluation of real estate every five years as mandated by State Statutes. The last revaluation for the October 1, 2017 Grand List was effective for the 2018-19 fiscal year budget.

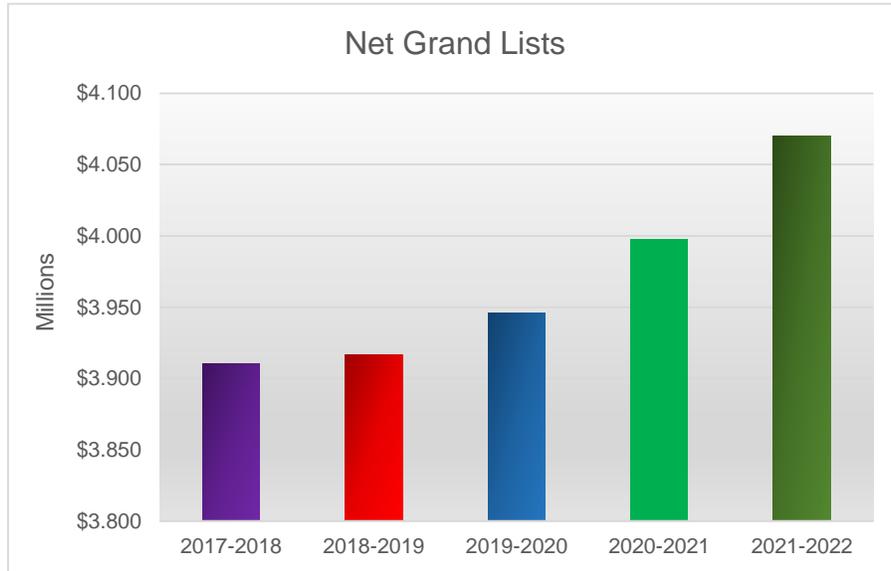
The total of all taxable property less exemptions is the "Net Taxable Grand List". For 2021-2022, the October 1, 2020 Net Taxable Grand List, after Board of Assessment Appeals adjustments, totaled \$4.076 billion representing an increase of \$77 million over the prior year grand list of \$3.999 billion. Growth in the grand list helps offset any growth in budgeted expenditures to minimize mill rate increases. The \$77 million increase will generate approximately \$2.91 million in new tax revenue at the 2021-2022 mill rate of 38.35.

As noted in the chart below, the grand list growth was 1.93% for the current year. This is the most significant Grand List growth the City has experienced in the last twelve years. Personal Property increased \$31.8 million representing approximately 41% of the growth. The majority of this growth is attributable to technology upgrades and building renovations at ESPN, Eversource, NRG's installation of natural gas generators on the ESPN campus, and additional personal property at Comcast, Sprint and Disney Worldwide. The increase in Real Estate of \$18 million accounts for 24% of the increase and is attributable to building renovations and phase out of a development tax incentive program at ESPN. The Motor Vehicle portion of the grand list increased \$27 million and represents 35% of the increase. This increase is attributable to the increases seen overall in motor vehicle costs as well as the addition of leased vehicles associated with the Amazon fulfillment distribution center.

Category	2019 Grand List	2020 Grand List	\$ Change	% Change
Real Estate	\$3,259,603,599	\$3,277,669,641	\$18,066,042	0.45%
Personal Property	343,202,976	\$375,056,552	\$31,853,576	0.80%
Motor Vehicle	396,115,432	\$423,223,031	\$27,107,599	0.68%
Total	\$3,998,922,007	\$4,075,949,224	\$77,027,217	1.93%

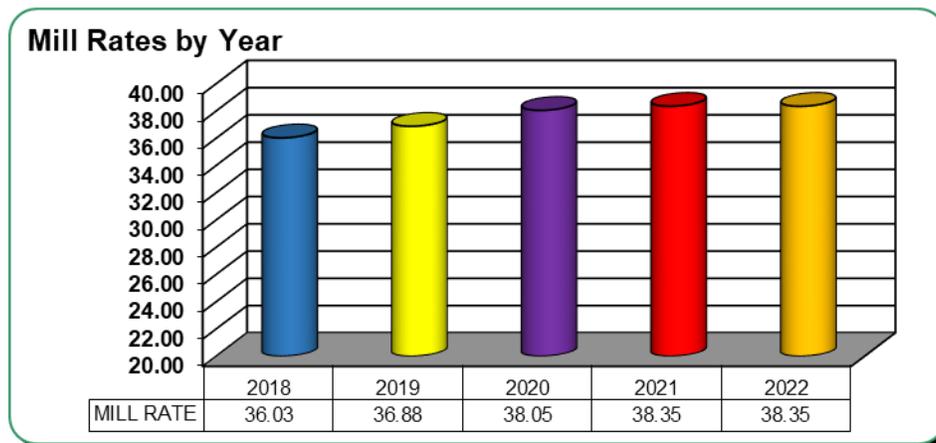
The following chart presents the annual net grand list growth for a five year period.

City of Bristol Net Grand Lists Past Five Years					
Grand List Year	2016	2017	2018	2019	2020
Budget Year	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Net Grand List	\$3.910	\$3.917	\$3.946	\$3.998	\$4.076



Taxes (75% of all revenues)

Combined tax revenues increased \$2,972,290 and represents 75% of all revenues. The City uses a collection rate of 98.515% to calculate the mill rate to allow for estimated uncollectible taxes throughout the year. This allowance is approximately \$2.3 million. The actual tax collection rate was 99% at June 30, 2020 compared to the previous year's collection rate of 98.6%.



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

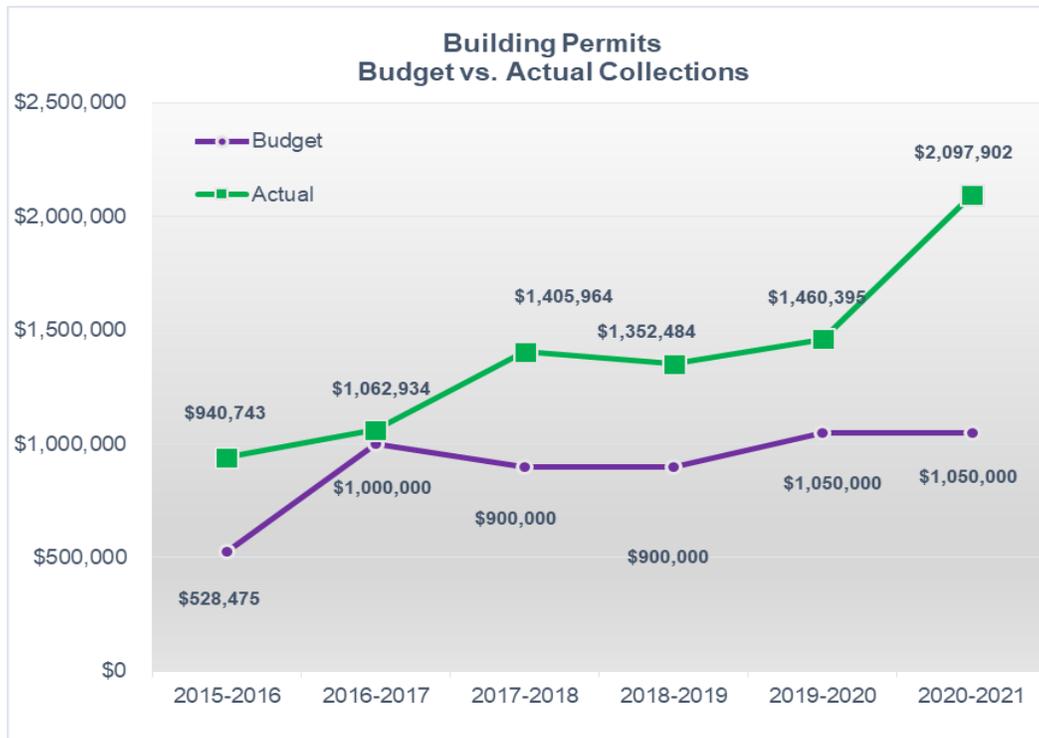
Transmittal Letter

Several statistical tables are available in the Appendix tab of this document relative to tax levies and collections as well as comparative assessed valuation of taxable property.

Licenses, Permits and Fees

General Fund Licenses, Permits and Fees are anticipated to increase by \$12 thousand. The City has experienced an increase in Building Permit revenue over the last couple of years and based on trends and current economic data this revenue estimate was increased by \$25 thousand accounting for the majority of the increase in this category.

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



Intergovernmental Revenue (21% of all revenues)

Local governments depend on state and federal grants to supplement their property tax and other revenue sources. The city estimates State grants based on the Governor's proposed budget in February and then revises the estimates as more information on the State budget becomes available. The General Fund receives the largest share of state aid. For 2021-2022 the General fund is expected to receive \$43,363,920 in state grants. The Education Cost Sharing grant is the largest with \$41,657,310 budgeted.

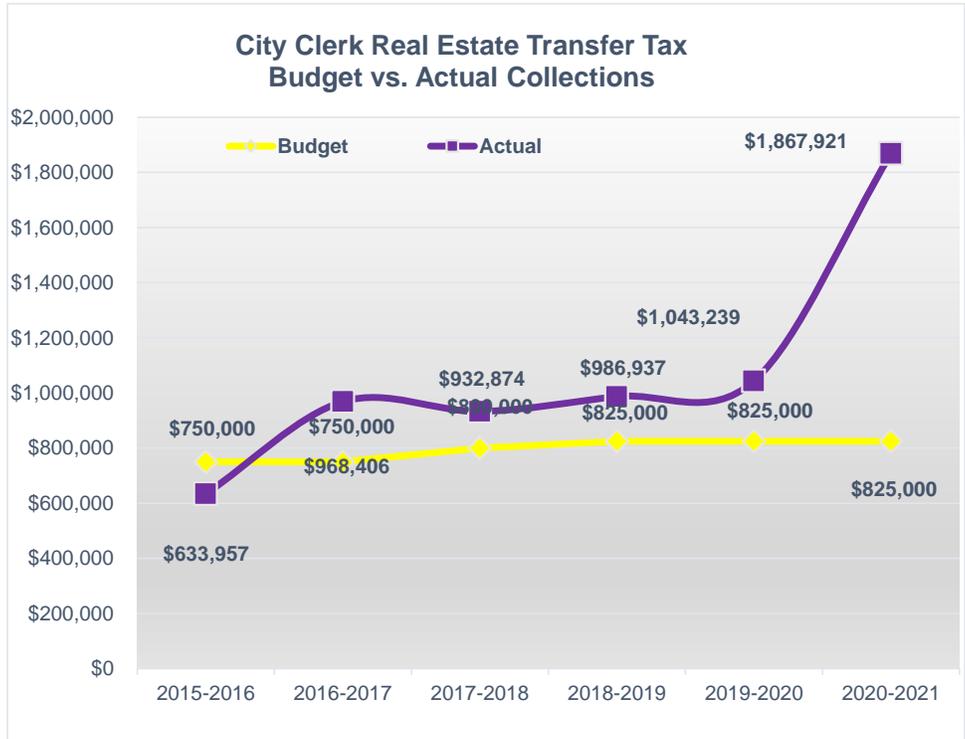
With nothing to note of significant changes, estimates for State grants decreased in total by \$22 thousand due to minor adjustments in various grants.

Estimates for Federal grants increased by \$10,000 for the Housing PILOT.

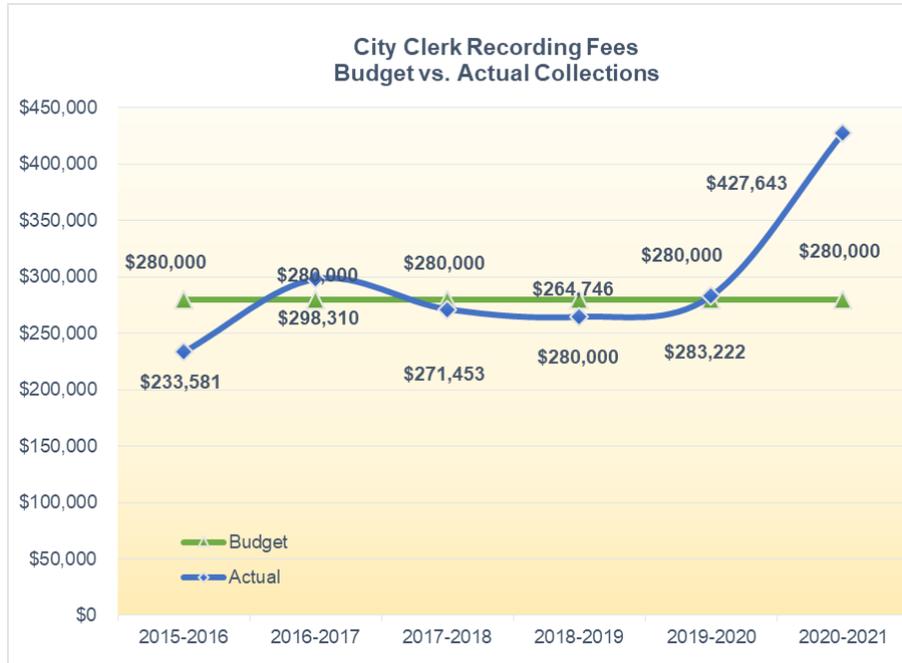
Charges for Services

There is an increase in this revenue category of \$46 thousand. The two main General Fund sources within this category are City Clerk Recording Fees and Real Estate Transfer (Conveyance) Fees. While both of these fees have a correlation with Building Permit revenue and have experienced increasing levels of activity over the past few years it was decided to increase Conveyance Fees slightly by \$25,000.

Below is a revenue trend graph representing six years of budgets and collections for the Real Estate Transfer (Conveyance)

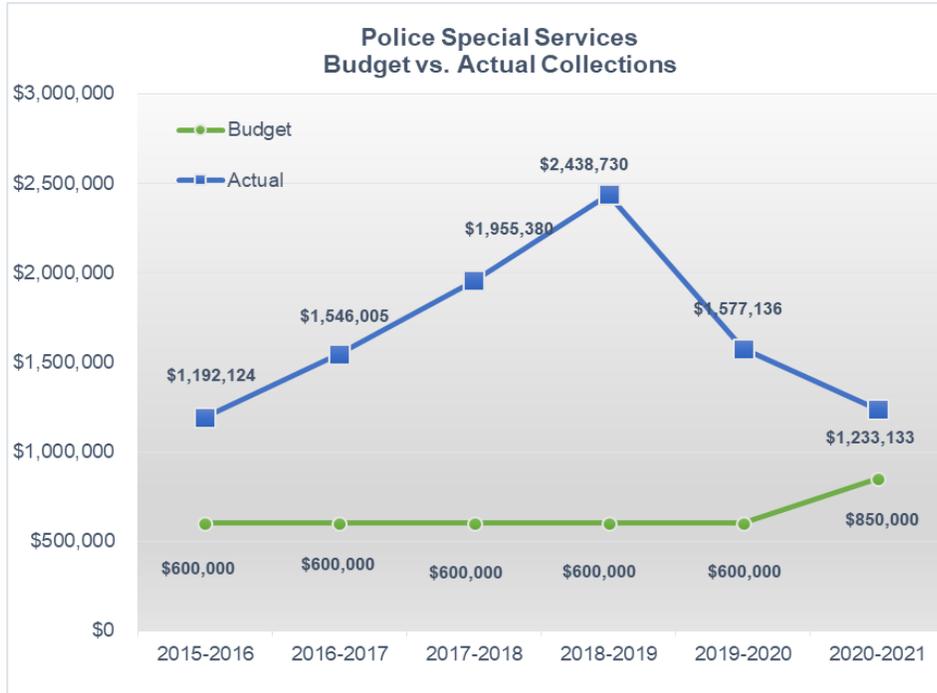


The City Clerk’s Office collects fees for the recording of documents. The fees are charged as set by the State of Connecticut. This revenue source has remained steady over the years and collections have been consistent with budget estimates. On the next page, is a six year revenue trend for the Recording Fees account.



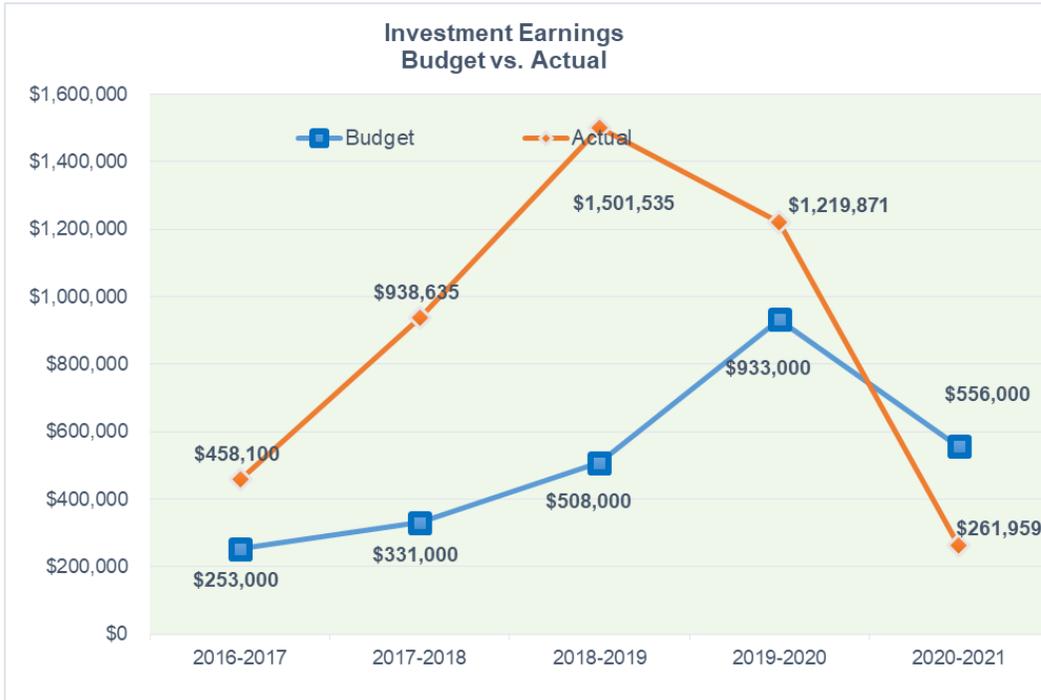
Police

Special Services is also a revenue source for the City. While there are corresponding wage expenses to offset these revenues, the City bill administrative costs for these services and has in the past generated surpluses from these activities. While this revenue is specific to the need for police services, primarily for road construction projects, it was deemed prudent to keep the revenues estimated at current year levels.



Investment Earnings

The City experienced an increase in Investment Earnings over the last couple of years; however, due to the pandemic and the current state of the economy, for the 2020-21 fiscal year the City anticipates it will earn approximately \$290 thousand less than the budget estimate of \$556,000. In light of the significant drop in interest rates, the 2021-2022 year investment income estimate was decreased \$150,000 to a total \$406,000. In anticipation of implementation of better cash management practices including the investment of additional idle funds even in the historical low interest rate environment this is an achievable goal.



Investment Earnings revenue is accounted for through the Treasurer's office and is allocated monthly to all City funds. The allocation is determined by each funds average cash balance at month-end.

Sale of Property and Equipment/Miscellaneous

This accounts for the disposal of phased-out, old or ineffective City property such as vehicles, equipment and furnishings. Revenue generated usually offsets the cost of replacement items for the departments disposing of assets.

Miscellaneous is a “catch all” classification which primarily includes income generated from Park and Library Trust Funds. Trust fund interest is used to offset or add to Park and Library Appropriations. More information on these Trusts can be found in the “Library” and “Parks and Recreation” sections of this budget document.

There are no significant changes in these revenue source estimates.

Operating Transfer In

At June 30, 2020 the Joint Meeting of the Board of Finance and City Council set aside \$1.65 million in the Mill Rate Stabilization Fund primarily to be used to offset anticipated increases in future debt service costs as well as any other increases. Of this amount \$1.6 million will be used to offset the mill rate for FY 2021-2022.

Also at June 30, 2020 the Joint Meeting set aside Board of Education surplus funds of approximately \$1.35 million in a reserve as well as appropriated \$420 thousand to cover a deficit in the Cafeteria Fund. The Board of Education achieved these surpluses primarily due to the closure of the schools, implementation of remote learning and savings on transportation costs due to the pandemic. Per State Statutes, upon approval of the budget making authority up to 2% of the Board of Education budget may be carried over or held in a reserve for future use. Recognizing the challenges of the 2021-2022 budget the Board of Education agreed to use \$1.226 million of the reserve to offset their budget as well as reimburse the General Fund the \$420 thousand for the Cafeteria Fund deficit in the prior year. The Cafeteria funds to reimburse the General Fund became available from State funding that was provided to school districts from COVID relief funds. As many school districts experienced a deficit in the prior year, use of these funds to offset prior deficits was an allowed use.

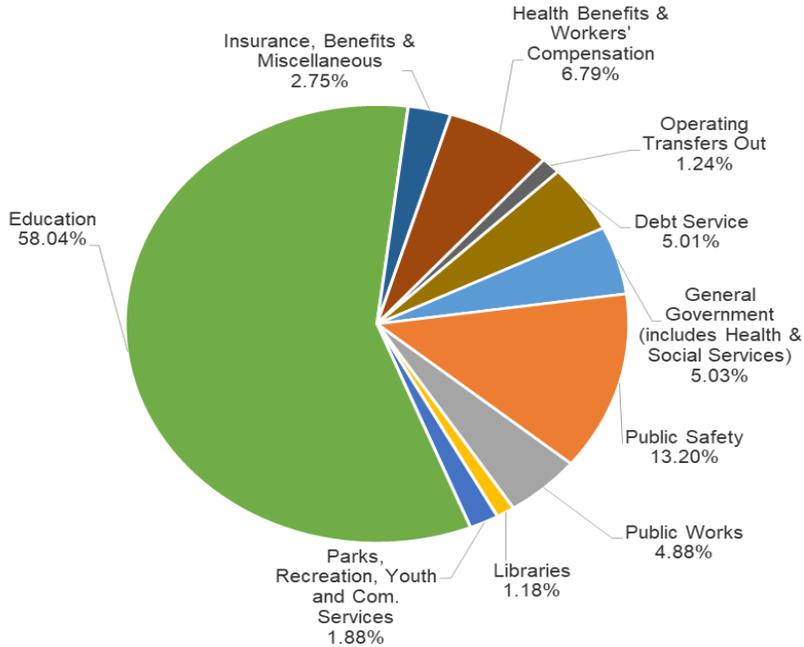
Other Financing Sources

Use of Fund Balance is occasionally used to balance the operating budget for a number of reasons, primarily as an alternative to increasing the mill rate. The Board of Finance has a policy not to rely on the use of surplus to balance the General Fund budget. While \$1 million was appropriated to the 2020-2021 budget due to the unprecedented economic challenges related to COVID 19 the Board of Finance opted to eliminate the use of fund balance and increase the use of the MRSF to help balance the 2021-2022 budget. A total of \$1.6 million of the MRSF is budgeted as a transfer into the General Fund for the 2021-2022 budget. In total, this represents approximately 0.4 of a mill or 1%. The City's total fund balance at the end of June 30, 2020 is \$41 million and unassigned fund balance is \$30 million, representing 17.8% and 13.0% of June 30, 2020 expenditures, respectively. This is well within the City's policy of 15%-20% of total fund balance and 12%-15% of unassigned fund balance, respectively.

General Fund Expenditures

Delivery of public services while maintaining a structural balance to stabilize taxes is the goal of the budget process. Below illustrates the components of the expenditures of the City of Bristol General Fund budget:

General Fund Expenditure Objects



Department Budget Expenditures

	Adopted 2020-2021	Adopted 2021-2022	\$ Increase (Decrease)	% Increase (Decrease)
General Government	\$6,263,755	\$6,715,520	\$451,765	7.21%
Public Safety	26,769,805	27,674,845	905,040	3.38%
Public Works	10,351,300	10,222,975	(128,325)	(1.24%)
Health and Social Services	3,593,255	3,824,750	231,495	6.44%
Libraries	2,471,380	2,469,295	(2,085)	(0.08%)
Parks, Recreations, Youth and Community Services	3,757,805	3,933,595	175,790	4.68%
Miscellaneous & Other Uses	32,848,800	33,103,210	254,410	0.77%
Education	119,022,000	121,650,000	2,628,000	2.21%
Total General Fund	\$205,078,100	\$209,594,190	\$204,516,090	2.20%

The most significant changes were in the following departments:

- Public Safety increased \$905 thousand or 3.38% due to two factors. Contractual salary increases and implementation of the Police Accountability mandate. In total this mandate accounts for approximately \$360 thousand of this budget. Below highlights the mandate requirements.

Police Accountability Bill Mandates

- Drug Testing for Recertification \$9,000/annually
 - Effective immediately requires police officers to pass a drug test as a condition of renewing their certification (every three years).
 - Cost per Officer – Approximately \$200
 - Behavioral Health Assessment \$8,125/annually*
 - Effective immediately requires 20% of a Department's police officers to receive behavioral health assessments at least every five years. *Reflects cost for 20% of officers.
 - Cost per officer - \$325
 - Body Cameras
 - Required for all sworn members who perform police duties.
 - Cost per year - \$270,670 next four years (increase of \$194,760)
 - Dashboard Cameras
 - Requires all law enforcement units use dashboard cameras with a remote recorder in each police patrol vehicle.
 - Cost per year (5 year contract) – \$73,080
- Total = \$360,875
**Increase of \$284,965 for FY2022
Mandates per CGS §29-6d, as amended by PA 20-1

- Public Works decreased overall 1.24% primarily due to a decrease in budgeted Fleet expenditures.
- Health and Social Services increased 6.44% primarily due to an increase to the City's share of the Bristol/Burlington Health District budget.
- Libraries remained steady with the prior year budget.
- Parks, Recreation, Youth and Community Services increased 4.68% due to the addition of a new full time Arts and Culture Supervisor to support the work of the Arts and Culture Commission and the community program of the Memorial Boulevard Intradistrict Arts Magnet School (MBIAMS) when it opens in 2022. The position is expected to shift into a Special Revenue Fund in future years.. This budget also includes a part time seasonal Park Ambassador position that will work during the summer at one of the parks to help address issues, review permits, and assist park guests.
- Education increased 2.21% or \$2.63 million. In addition to increases in wages due to union contract settlements and benefit cost increases, the other contributing factor to the BOE increase is the cost to provide Special Education Services. This component of the Education budget has increased dramatically over the last couple of years. A chart of historical expenditures is shown with the discussion of Education's budget.
- Debt Service increased \$400 thousand due to increased debt service costs on long term borrowing as a result of bonds issued in October, 2019. While debt service actually increased approximately \$794 thousand or 7.1%, the City is phasing in use of a premium that resulted from the October 2019 bond issue to offset actual debt service increases. The City historically has maintained very low debt service ratios. With many new projects planned in the Capital Improvement Program the City is gradually increasing the debt service appropriation to meet the long term debt service needs. Planned use of the 2019 premium helped the City achieve this. Still, as projected, the City's debt service ratios will continue to be below Rating Agency medians.

Transmittal Letter

- The Internal Service Fund increased due to projected health insurance and workers' compensation claims and related administrative costs for the City's medical insurance benefits.
- All other City department controllable appropriations remained at prior levels.

Capital outlay requests in the General Fund totaled \$2,305,270 on the City side, excluding Board of Education. This amount included Public Works-Fleet requests of \$1,053,450, of which \$534,000 in funding was approved. Of the remaining \$1,251,820, \$827,795 was approved for funding through the Equipment Building Sinking Fund. As in prior years the City anticipates funding this with a transfer of available surplus reserves at June 30, 2021. Items not funded but deemed a priority or essential to the department were funded in 2020-2021 through departmental transfers as funding was available.

On a preliminary basis, the 10-Year Capital Improvement Plan (CIP), which incorporates the Capital Budget, was reviewed with the Capital Improvement and Strategic Planning Committee along with the operating budget, in order to incorporate the full impact of the CIP on the City's finances. The tab labeled 'Capital Budget Summary' contains the Capital Budget and CIP information for 2021-2022.

The City of Bristol's General Fund continues to support the majority of the City's public services including police, fire, public works, general government, parks & recreation, libraries, debt service, and other miscellaneous items. The City budget increased \$1.7 million or 2.28% Debt Service and Capital increased \$175,000 or 1.61% while the Board of Education increased \$2,628,000 or 2.21%. This results in a net operating budget increase of \$4,516,090 or, 2.20%, over the 2020-2021 General Fund approved budget.

Operating Budget: General Fund – City

Appropriated expenditures presented below have been regrouped in order to better compare significant recurring expenditures. As such, debt service and capital items have been excluded and other transfer out items have been grouped with the type of expenditure to which they relate. For example, the operating transfer out for health insurance and workers' compensation insurance are accounted for in Employees Benefits.

GENERAL FUND - CITY OPERATIONS BY CHARACTER					
	Adopted 2020-2021	Adopted 2021-2022	\$ Change	% Change	% Increase (Decrease)
Salaries	\$40,924,170	\$42,230,080	1,305,910	3.19%	1.74%
Contractual/Professional Services	4,980,430	5,238,535	258,105	5.18%	0.34%
Supplies/Services/Utilities	6,202,940	6,408,365	205,425	3.31%	0.27%
General Insurance	1,013,105	1,106,300	93,195	9.20%	0.13%
Employee Benefits	17,084,465	17,202,760	118,295	0.69%	0.16%
Capital Outlay	1,477,975	1,020,820	(457,155)	(30.93%)	(0.61%)
Other/Miscellaneous	1,534,360	1,631,430	97,070	6.33%	0.13%
Operating Transfers Out	1,963,655	2,055,900	92,245	4.70%	0.12%
TOTAL	\$75,181,100	\$76,894,190	\$1,713,090	2.28%	2.28%

Salaries increased 3.19% over the prior year salary accounts which represents 1.74% of the overall increase in the City budget. This increase reflects wage increases for settled union contracts. A listing of authorized positions can be found in the Appendix.

Transmittal Letter

Contractual Services increased 5.18%. This accounts for most professional fees, service and repairs and maintenance. The majority of the increase is attributable to the Board of Finance funding the Bristol Burlington Health District with a \$215,680 increase over the 2020-2021 year.

Supplies and Services increased due to the implementation of the Police Accountability Bill mandates.

General Insurance increased 9.20% or \$93,195 due to increases in property and general liability insurances which is not unique to Bristol as it is the trend being experienced throughout the country.

Employee Benefits increased \$118,295 or 0.69%. This is attributable primarily to payroll related costs, FICA and Medicare as a result of increases due to contractual wage increases. The transfer to the Health Benefits Fund actually decreased slightly due to use of the reserve funds to offset insurance claim estimates. Funds for the City's health insurance and workers' compensation estimates are transferred to the Internal Service Fund. The City's contribution to the Other Post Employments Benefits Trust fund is also included at a budget amount of \$1,200,000 which is a reduction of \$100,000 from the prior year this reduction will be contributed by the Water Department in 2021-2022 so the City will still be contributing \$1.3 million. There is no required contribution to the City's General Retirement Fund which provides a defined benefit pension to all City employees, certain Board of Education employees, and Police and Fire employees. The City retirement fund is funded at 134.2% at July 1, 2020.

Capital Outlay decreased 30.93% or \$457,155. This accounts for recurring capital expenditures expected to last more than one year and cost more than \$1,000 and generally includes vehicles, maintenance equipment, computers, office furniture, and replacements or enhancements to City buildings and facilities. For all funds department requests totaled \$2,305,270. Of this amount \$534,000 was funded through the General Fund Fleet budget and \$827,795 was recommended and approved for funding from the City's Equipment Building Sinking Fund.

Miscellaneous/Other is comprised of all other expenditures not included in other groups. This category increased 6.33% or \$97,070 due to the restoration of the City's contribution to the Mum Festival and Contingency account and an increase in Railroad Upkeep.

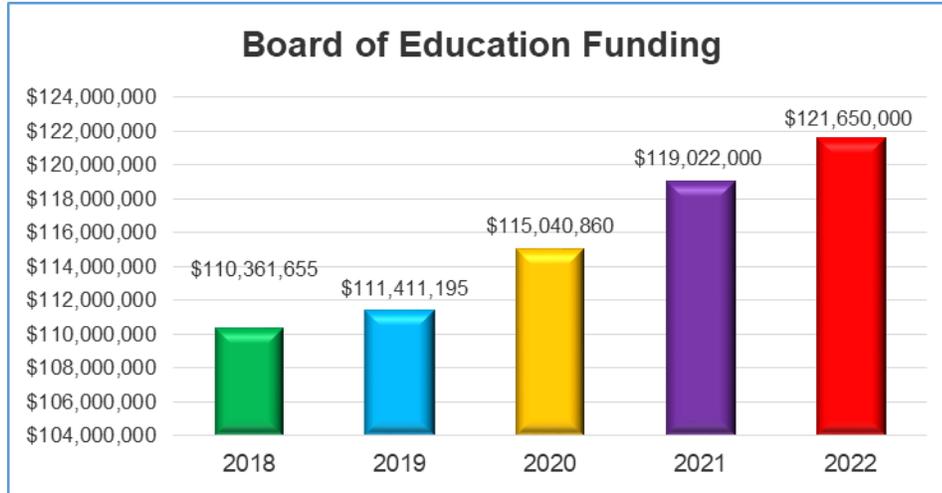
Operating Transfers Out increased slightly at \$9,900 or 0.51%.

Contingency

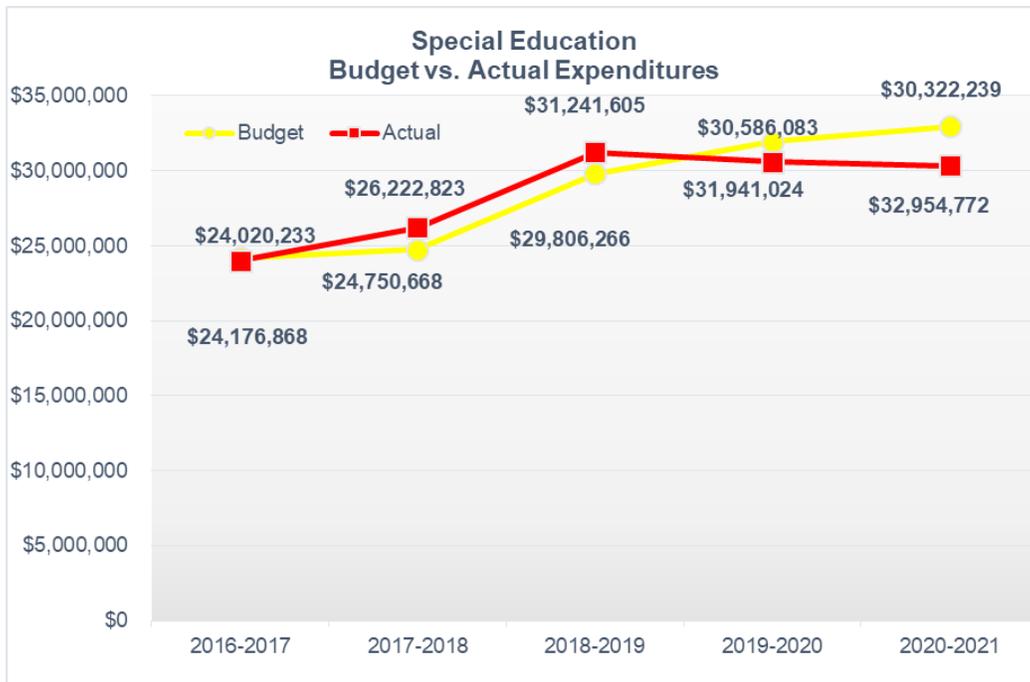
Each fiscal year, City officials "worry" if the funding level for the City's budget will be sufficient to handle emergency expenditures such as for a bad winter storm year or unforeseen emergencies or opportunities. A Contingency account provides the first line of defense to any potential use of the City's fund balance levels. This account is budgeted at \$1,000,000.

Operating Budget: General Fund – Education

The Board of Education (BOE) adopted budget of \$121,650,000 is an increase of \$2,628,000 or 2.21% over the current year. State statute mandates a BOE budget, which at a minimum must be funded to at least the prior year approved funding level. This is known as the Minimum Budget Requirement, or MBR. The Board of Education anticipates a surplus in FY 2020-2021 primarily as a result of the transition to virtual learning due to COVID 19. While teachers and staff continued to receive their salaries there were reduced operating and maintenance costs during this period. It is expected that surplus funds will be reserved or carried over to the 2022 fiscal year in the event additional funds are needed for Special Education or any other distance learning related costs.



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



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

Use of Revenue Estimates:	
Tuition Revenue	\$143,355
School Building Revenue	35,686
Medicaid Revenue	480,790
Excess Student Cost Revenue	<u>3,231,867</u>
Total Other Funding Sources	<u>\$3,891,698</u>

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

Other Funds

While the City does not budget for all funds in the audited financial statements, there are a number of other funds for which the City approves budgets – the Capital Projects Fund which appropriates funding for the current year of the Capital Improvement Program, the new Road Improvements Fund, seven Special Revenue Funds (Community Development Act, Sewer Operating and Assessment Fund, Solid Waste Disposal Fund, School Lunch Program, Pine Lake Challenge Course, LoCIP Projects, and the Transfer Station Fund), the Internal Service Fund comprised of two individual funds for Health and Workers' Compensation insurances and one Enterprise Fund – the Bristol Water Department. The following is a brief synopsis of each:

Community Development Block Grant Fund (CDBG) - This fund accounts for the operations of the Economic and Community Development (ECD). The ECD is responsible for community development including aid to low to moderate-income persons and neighbors, grants administration, legislative liaison activities and economic development. The Bristol Development Authority is funded by two sources; the City share and the Community Development Block Grant (referred to as CDBG). The City share costs are budgeted within the General Fund and can be found as a transfer-out to a special revenue fund. The CDBG grant includes the salary and related costs of the Housing and Project Specialist. The City share pays for an Executive Director, 50% of a Grants Administrator, clerical support and a Marketing and Public Relations Specialist, their benefits and costs for running the office. The 2021-2022 City share is \$451,460 which represents an increase of \$20,450 over the 2020-2021 budget. Of the remaining budget amount \$653,957 is funded by the Federal CDBG grant, \$23,092 from Reprogrammed CDBG funds and \$35,000 in program income.

Sewer Operating and Assessment Fund – This fund accounts for the operations of the City's Wastewater Treatment Plant. The fund is supported by sewer user charges billed by the Bristol Water Department. Additionally, Water Pollution Control currently bills for assessments on Sewer Capital Projects. The revenues from these assessments are used to pay outstanding debt issued for these capital projects. Water Pollution Control has undertaken several capital projects known as Infiltration/Inflow Studies. These completed studies will result in a reduction of flow into the wastewater treatment plant. This will eventually reduce some of the operating costs associated with the treatment supplies and costs. In anticipation of the wastewater treatment plant upgrades, the City set up a Water Pollution Capital and Non-Recurring Fund several years ago to help defray costs for the taxpayers as well as the users. This fund is currently being used for the repayment of loans and capital project costs associated with the studies taking place. The Sewer Operating and Assessment Fund approved 2021-2022 budget is \$7,139,700, or a \$138,300 decrease over the approved 2020-2021 budget. Decreases in Contractual Services, Supplies and Materials and Capital Outlay offset contractual salary increases.

Solid Waste Disposal Fund – This special revenue fund accounts for the operations of the City's solid waste disposal program. It is subsidized primarily by a transfer in from the General Fund. Other revenue sources of the fund are disposal permits, hauler charges, the City's host fee, and interest income. The total 2021-2022 budget for this self-balancing fund is \$1,500,000.

School Lunch Program - This special revenue fund is used to account for the sales of school lunches in the Bristol School system. This fund has several revenue sources. The two largest revenue sources are state reimbursement budgeted at \$149,000 and federal reimbursement at \$3,390,300. The expenses of the fund include the salaries of the employees needed to operate and supervise the cafeterias, food supplies, and employee benefits. The total budget is \$3,669,600 or an increase of \$186,435 primarily due to an increase in food supplies.

Pine Lake Adventure Park - This special revenue fund is used to account for a recreational facility used mainly by outside groups. This budget is one of the City's smaller funds and is generally accepted as presented. This year's budget is \$115,000.

LoCIP Projects - This special revenue fund is used to pay for projects approved under the Capital Budget with the yearly state grant allocation of money (entitlements) to the cities and towns in Connecticut under this program. The City is reimbursed after the expenditure is made on approved projects under this State grant. The City of Bristol receives approximately \$450,000-\$600,000 yearly for this program. This year, the City received an entitlement of \$465,000.

Transfer Station Fund- This special revenue fund is used to account for the Pay as You Throw (PAYT) program at the Transfer Station. PAYT is also known as SMART (Save Money and Reduce Trash). The PAYT System seeks to equalize the cost of using the transfer station. This year's budget is \$839,790 an increase of \$92,245.

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 Local Capital Improvement Program (LOCIP) 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 \$4,672,850 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.

Internal Service Fund – The Health Benefit and Workers' Compensation Funds provide reserves necessary to support a self-insurance program for health benefits and workers' compensation claims. The Health Benefits fund increased 2.9% as a result of projected health claims. The Workers' Compensation Fund increased 12.2% due to a projected increase in Workers' Compensation benefit payments. The Insurance Committee (a subcommittee of the Board of Finance) is charged with oversight as well as plan design changes within the Health Benefits Fund.

Enterprise Fund - The enterprise fund is used to account for the operations of the Bristol Water Department. The supervision of the Bristol Water Department is entrusted to the Board of Water Commissioners. These operations are financed and operated in a manner similar to that of a private business. It has been an ongoing practice to accept the Water Department's revenue estimates and expense estimates as projected. For the 2021-2022 appropriations for this fund have increased slightly.

The Future Outlook

The unprecedented events of the pandemic which has consumed most of 2020 has the potential to have a very dire long term impact on the economy over the next few years. City officials were mindful of this as discussions ensued and they were determined to adopt a responsible and affordable budget for its citizens for fiscal 2022 and beyond. This is a discussion that will be ongoing over the next few months and as the next budget cycle for the 2022-2023 budget commences.

AMERICAN RESCUE PLAN ACT

With the enactment of the American Rescue Plan Act (ARPA) on March 3, 2021, the city will be receiving \$17 million as an entitlement community and an additional \$11 million through the State for the county allocation. The Mayor has established an ARPA Task Force comprised of members from the City Council, Board of Finance, Board of Education, Economic Development and Public Works Commissions as well as various leaders throughout the business community. In total there are 15 members. Staff from the Comptroller's Office, Public Works, Parks, Recreation, Youth and Community Services, Economic Development, Purchasing and Information Technology will be providing assistance to the task force.

The Task Force has met a few times to discuss overall goals for the use of the funds and based on this discussion the group was divided into three groups: City Use, Non- Profit and Business Recovery. In addition, it was deemed advisable by the group to seek a professional consultant to assist with the overall management of these funds and a Request for Proposal was issued. It is anticipated to have the consultant on board and working with the task force by the end of summer 2021.

The primary uses that have been discussed include various City projects, specifically broadband infrastructure and improvements to HVAC systems at City and BOE buildings; economic recovery for City businesses that also includes incentives to increasing the work force and/or capital improvements to structures to meet new pandemic guidelines; and, public assistance to those financially impacted by the pandemic.

As of this writing no significant funds have been spent as the City is still awaiting final Treasury guidelines before it begins officially allocating the funds as well as waiting for assistance from the consultant from the RFP process. However, during the 2021-2022 budget development, a few capital projects were identified during the CIP process that could potentially be funded with ARPA monies. These include: City Broadband, Network Replacement, Bathrooms at Veterans Memorial Park, Underground Storage tank replacement at schools and generators and HVAC systems at the two firehouses. These projects will be evaluated by the City Use committee of the task force.

With that being said the City continues to face the challenge of meeting aging infrastructure and equipment needs with limited resources.

Capital Improvement Plan

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

The City traditionally will use the Governor's proposed budget to estimate State revenues. During budget development the Governor's budget included an additional \$5.4 million to the City as a Distressed Municipality grant. Of this amount 50% (\$2.7 million) was funded from Coronavirus Relief Funds (CRF) and expenditures had to fall within the CRF guidelines and 50% was proposed to be funded through State bond funds and were proposed to be used for any purpose. Recognizing the uncertainty of that funding for FY2022, as well as any future funding a Plan A and Plan B were proposed for certain capital one time expenditures. Plan A assumed the City received the \$2.7 million Distressed Municipality funding and Plan B assumed otherwise. The final approved state budget did not include the Distressed Municipality funding and the City adopted Plan B which allocated funding from the Road Improvement Fund, Equipment Building Sinking Fund ARPA Funds and Bonding.

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

Financial Goals and Objectives

In addition to the formal long term planning process, the City administration from time to time will adopt informal long-term goals as needed.

Non-Financial Goals and Objectives

The City is expected to continue its review of programs and services in light of the rising costs of providing a wide variety of services to the community. More of the City's non-financial goals are highlighted in the Mayor's budget message.

Budget Document

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

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

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

Review and Award Process

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

Acknowledgements

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

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

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

Respectfully submitted,



Diane M. Waldron
Comptroller

Reader's Guide

The Reader's Guide provides information on the City of Bristol and assistance in using the City of Bristol's Budget Document. In this section, readers can find answers to frequently asked questions and be directed to other sections of the document.

General Information About Bristol

Bristol, formerly made up of the parishes of New Cambridge and West Britain, was settled in 1785. In 1911, Bristol was incorporated and became known from that time on as the City of Bristol. The City is located in the west central part of the state, sixteen miles from Hartford. The City currently has a land area of 26.60 square miles and a population of approximately 60,000. Once the clock making, ball bearing, and lock manufacturing capital of the United States, the City remains proud of its industrial heritage. The City seal continues to maintain this history by depicting the hands of a clock.

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

A Joint Meeting of the members of the Board of Finance, the City Council and the Mayor, meets monthly their responsibilities include budget approval, authorization of all additional expenditures to the budget, and approval of any appropriation transfer in excess of \$5,000.

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

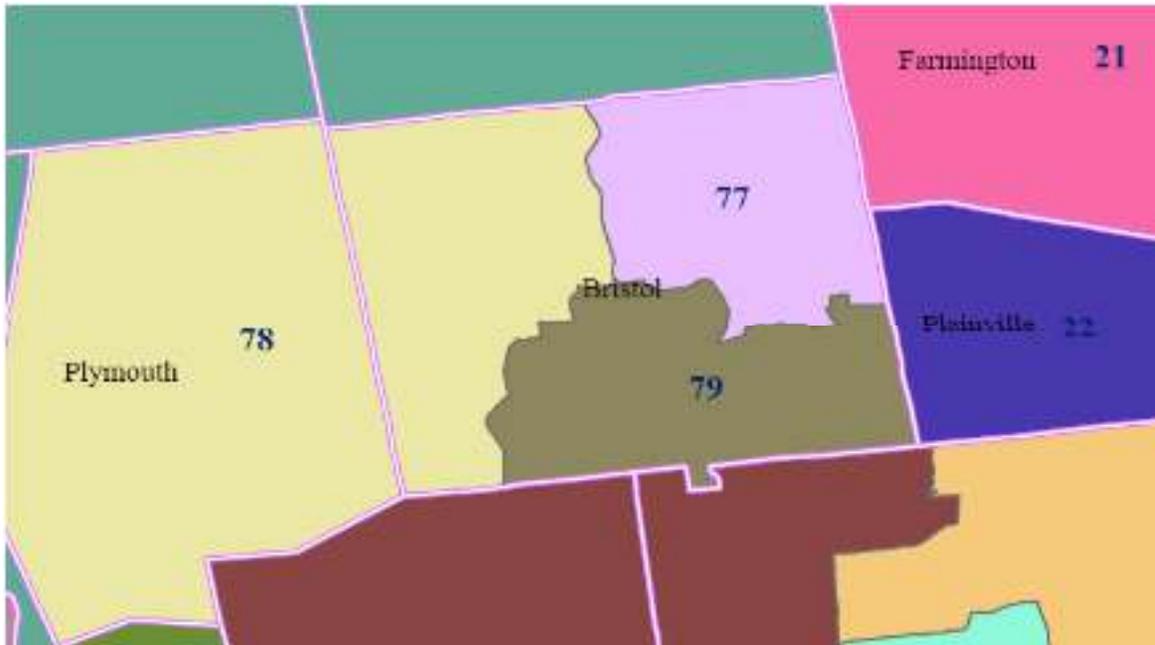
The City is empowered to levy a property tax on both real and personal property located within its boundaries.

Location of Bristol in the State of CT



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

Political Districts



The map above, illustrates the City of Bristol State House of Representative Districts. Per the redistricting of the City in 2012. The City is represented by the 77th, 78th and 79th districts.

The map below illustrates the City of Bristol's State Senate District. The City is represented by the 31st Senate District that covers Harwinton, Plymouth, Thomaston, Bristol and part of Plainville.



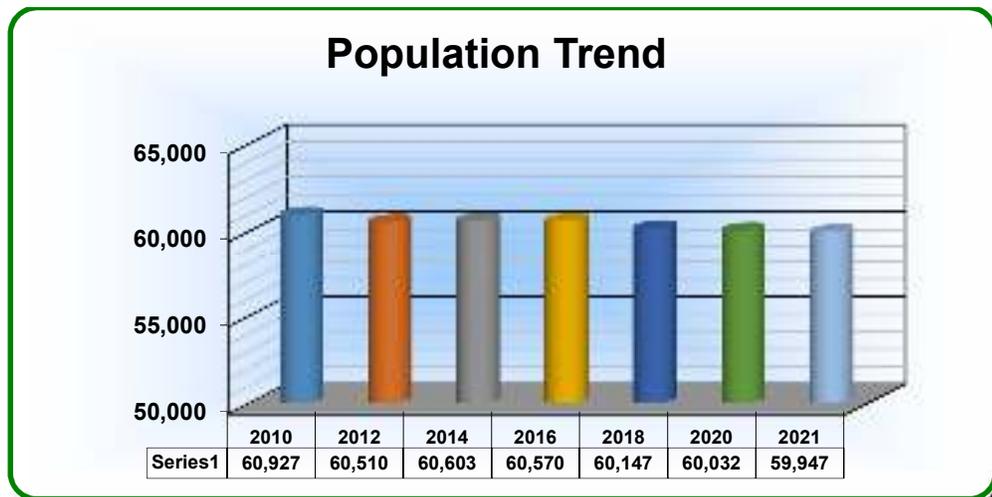
Bristol

Population Trends

Shown below is the City of Bristol's Population Trend analysis since 1950. For more information on the demographics of Bristol, please see the Appendix.

Economic and Demographic Information Population and Density			
<u>Year (1)</u>	<u>Population</u>	<u>% Increase</u>	<u>City Density(2)</u>
1950	35,961	19.20	1,327
1960	45,499	26.52	1,679
1970	55,487	21.95	2,047
1980	57,370	3.39	2,117
1990	60,640	5.70	2,238
2000	60,062	-0.95	2,216
2010	60,927	-0.54	2,248
2012	60,510	-0.68	2,233
2014	60,603	0.15	2,236
2016	60,570	-0.05	2,235
2018	60,147	-0.70	2,219
2020	60,032	-0.32	2,215
2021	59,947	-0.14	2,212

(1) U.S. Department of Health
 (2) Population per square mile; 27.1 square miles



Services Offered in the City of Bristol

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

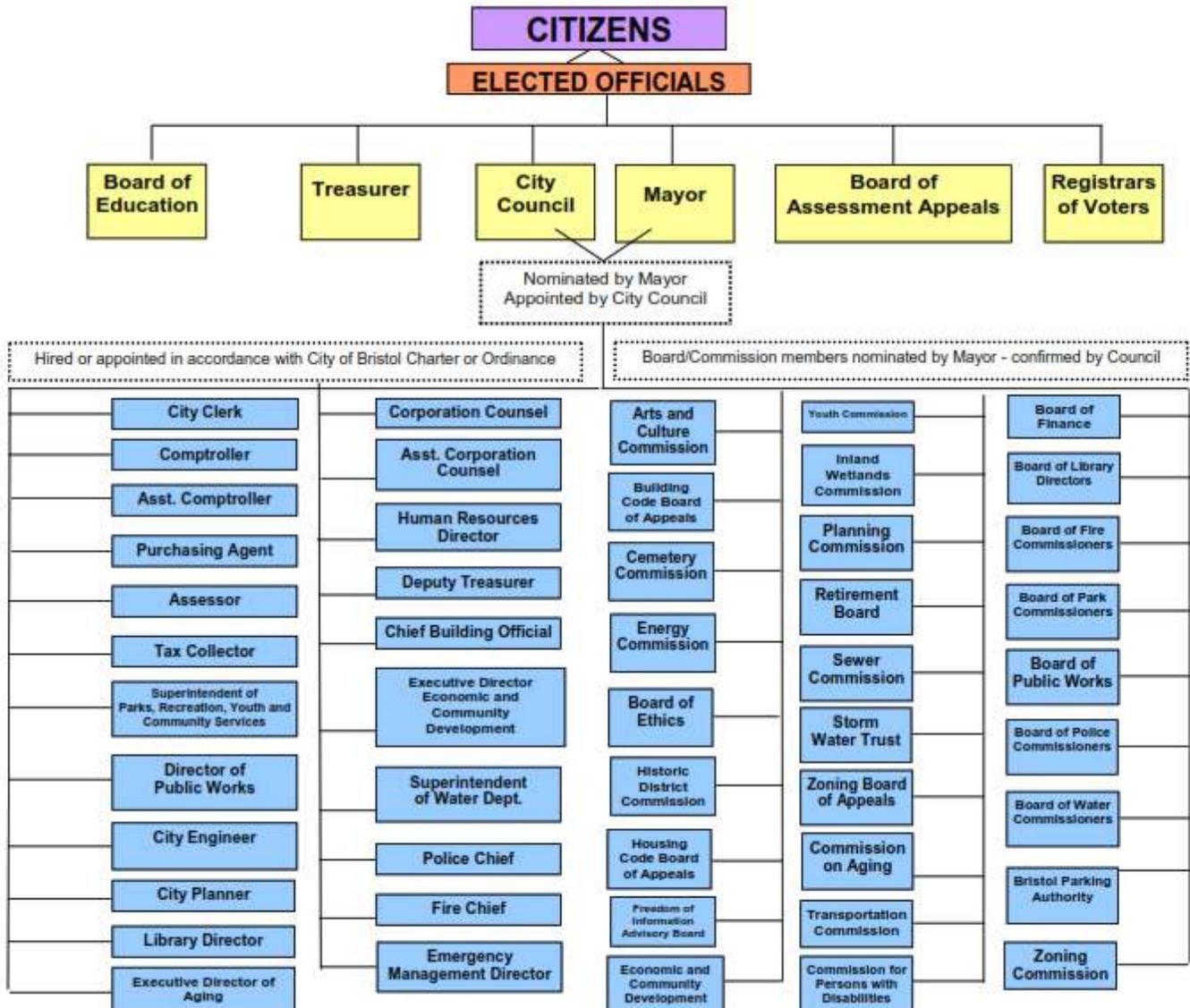
HOUSING INVENTORY		
TYPE OF UNIT	UNITS	PERCENT
1 - unit detached	14,587	54.6%
1 - unit attached	1,115	4.2%
2 to 4 units	5,992	22.4%
5 to 9 units	1,387	5.2%
10 or more units	3,468	13.0%
Mobile home, trailer, other	157	0.6%
Total Inventory	26,706	100.0%

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

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

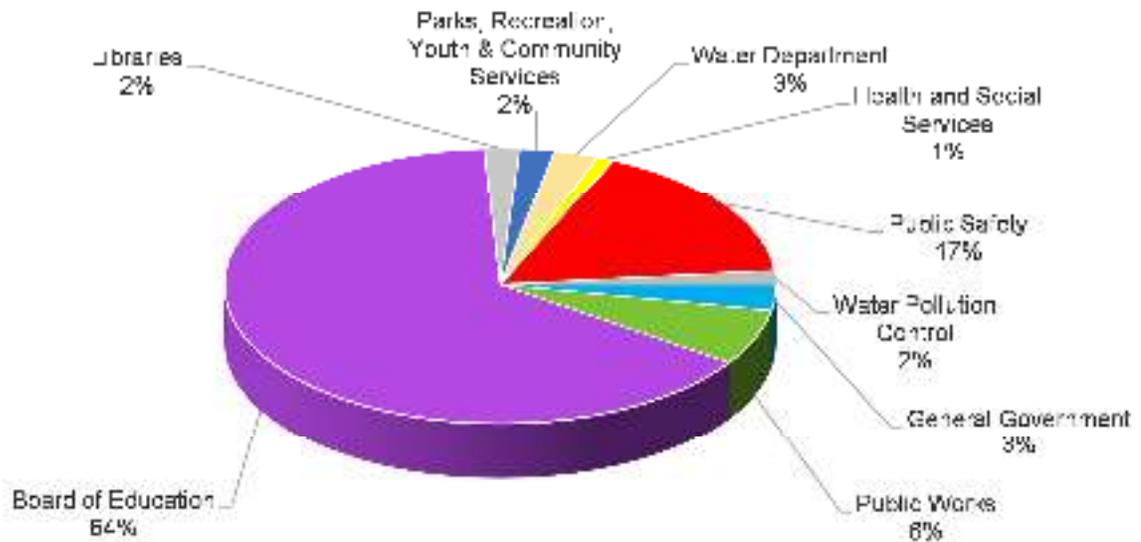
Source: U.S. Department of Commerce, Bureau of Census, 2010

City of Bristol Organizational Chart



Budgeted Positions

Over 90% of the 2021-2022 budgeted positions are funded through the General Fund. Positions are also funded through Special Revenue Funds including the Bristol Development Authority, Water Pollution Control, the Transfer Station, and the School Lunch and Pine Lake programs. In addition, there are positions at the Bristol Water Department that are funded through the Enterprise Fund. Budget summaries will highlight only staffing or position changes. A three year history of staffing levels and changes is provided in the Appendix section of this document.



**City of Bristol
Position Summary**

Department	Fiscal Year	Position Changes	Fiscal Year	Position Changes	Fiscal Year
	<u>2020</u>	<u>2021</u>	<u>2021</u>	<u>2022</u>	<u>2022</u>
Mayor	2.0	0.0	2.0	0.0	2.0
Registrars of Voters	3.0	0.0	3.0	0.0	3.0
Assessor's	6.0	0.0	6.0	0.0	6.0
Tax Collector	5.5	-0.5	5.0	0.0	5.0
Purchasing	3.0	0.0	3.0	0.0	3.0
Comptroller's	11.0	0.0	11.0	-1.0	10.0
Treasurer's	2.5	0.0	2.5	0.0	2.5
Information Technology	6.0	0.0	6.0	3.0	9.0
Human Resources	4.0	0.0	4.0	0.0	4.0
Corporation Counsel	3.5	0.0	3.5	0.0	3.5
City Clerk	6.0	0.0	6.0	0.0	6.0
Aging	7.0	0.0	7.0	0.0	7.0
Total General Government	59.5	-0.5	59.0	2.0	61.0
Police Department	146.5	0.5	147.0	-2.0	145.0
Fire Department	88.5	0.0	88.5	0.0	88.5
Animal Control	2.0	0.0	2.0	0.0	2.0
Building Department	8.0	0.0	8.0	0.0	8.0
Total Public Safety	245.0	0.5	245.5	-2.0	243.5
Public Works Department	95.5	0.0	95.5	0.0	95.5
Total Public Works	95.5	0.0	95.5	0.0	95.5
Economic and Community Develop.	5.0	0.0	5.0	0.0	5.0
School Readiness	1.0	0.0	1.0	0.0	1.0
Total Health & Social Services	6.0	0.0	6.0	0.0	6.0
Libraries	30.5	0.0	30.5	-1.0	29.5
Parks, Recreation, Youth & Community Services	30.0	0.0	30.0	1.0	31.0
Water Pollution Control	24.0	0.0	24.0	1.0	25.0
Bristol Water Department	37.0	1.0	38.0	0.0	38.0
Board of Education	957.0	-4.0	953.0	-1.0	952.0
Total Full-Time Positions	<u>1,484.50</u>	<u>(3.00)</u>	<u>1,481.50</u>	<u>-</u>	<u>1,481.50</u>

The Budget Document

The contents of tabbed sections in this document are:

Table of Contents

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

Transmittal Letters

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

Reader's Guide

Provides assistance or information on the budget document, budget process, budgetary controls, fund structure and functional relationships.

Policy Initiatives

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

Budget Summaries

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

General Government

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

Public Safety

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

Public Works

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

Health and Social Services

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

Board of Education Summary

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

Libraries

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

Parks, Recreation, Youth and Community Services

Provides detail of expenditures and revenues used for maintaining and developing public parks, playgrounds and recreational facilities, and to offer public recreation programs for all ages. Approximately 730 acres of land are available for community groups who sponsor special events and special interest programs. Also included are youth and human service activities including social and family counseling and referral services.

Miscellaneous

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

Special Revenue Funds

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

Enterprise Fund

Provides information for the operations of the Bristol Water Department.

Internal Service Fund

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

Capital Budget

Provides detail for approved capital projects in the current budget. This section discusses funding sources, the capital improvements planning process, the relationship of long-term debt and criteria used to establish priorities.

Debt Management

Provides detail for long term and short term debt by type, by category and in total. Also included are annual debt service requirements, debt amortization schedules and a calculation of debt limitations.

Appendix

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

Information in Departmental Tabs

The Budget Document contains information as outlined below for each department and/or organizational unit.

Service Narrative

Provides a description of each department and/or organizational unit mission and scope of service(s) provides each department head by name and department telephone number.

Fiscal Year 2021 Goals and Accomplishments

Presents major service level accomplishments performed by each department and/or organizational unit.

Summary of Fiscal Year 2021-2022 Budget

Presents any significant budgetary variances (positive and negative), with explanations and justifications along with support for the budget request.

Fiscal Year 2022 Goals

Presents current budget year goals to be accomplished by the department and/or organizational unit.

Long Term Goals

Presents goals that extend beyond the current budget year.

Performance Measures

Presents selected quantitative and/or qualitative performance measures of the department and/or organizational unit or program. Information is presented for three budget years.

Expenditure and Position Summary

Presents expenditures and positions for prior year actual, last year budget and current budget year.

Organizational Chart

Presents an organizational chart for certain departments and/or organizational units.

Budget Highlights

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

The Budget Process

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

The Comptroller's Office assists the Mayor, the Board of Finance and the City Council with budget formulation throughout the annual budget process. While the Comptroller's Office has no formal budget approval authority, it provides guidance and staff to those officials. The Comptroller's Office will hold meetings with most departments to review budgets at the request level and offer changes and recommendations prior to departments presenting their budgets to the Board of Finance. The Comptroller's Office will also develop and present summary and detail reports of budget status and results, as needed, during the budget process and will be present at all budget hearings.

When	Board/Office	Action
November	Board of Finance	The Comptroller's office prepares a budget schedule and submits this schedule to the Board of Finance for approval. This calendar is used as a guideline for the new year's budget process. <i>The Board of Finance approved the calendar on November 24, 2020.</i>
November-December	Mayor's Office, Comptroller's Office and Purchasing	The Comptroller's office, working with the Mayor's office, develops budget guidelines for departments to follow for the next budget year. The Purchasing Department prepares an economic forecast for the Comptroller's office to include as part of the final guideline package. This economic forecast helps guide departments on various prices on various commodities including fuel and electricity. In December, the Mayor reviews these guidelines with Department and other organizations of the City. The budget timeline including budget submission dates, budget forms and instructions are provided at this time.

January	Comptroller's Office	During the third and fourth weeks of January, the Comptroller's Office compiles department requests for review. <i>Completed budgets were submitted by January 15, 2021.</i>
January through March	Comptroller's Office	<p>A budget hearing schedule is developed by the end of January for departments and organizations to appear before the Board of Finance to explain their budget requests for the upcoming year. By mid-February, all departmental and organizational requests have been received and reviewed by the Comptroller's Office. They are prepared for review by the Board of Finance.</p> <p>Board of Finance budget hearings take place between February and March to discuss department requests. <i>These hearings were held between February 23 and March 23, 2021.</i></p>
April	Board of Finance	<p>After the hearings, budget workshops take place where budgets are reviewed and recommendations are made to either increase or decrease the requested budgets. Once the workshops are completed, a final Board of Finance Budget Estimate is compiled. <i>Budget Workshops were held on March 31 and April 21, 2021.</i></p> <p>The Board of Finance will hold a meeting usually by the fourth Tuesday in April, to adopt the Budget Estimate for the next fiscal year beginning on July 1st. <i>The budget was adopted by the Board of Finance on April 27, 2021.</i></p>
May	City Council/Board of Finance	<p>The Approved Board of Finance Budget Estimate is submitted for approval and adoption to a Joint Meeting of the Board of Finance and City Council to be held by ordinance either the third Monday of May or by the first Friday of June if the Mayor declares an economic emergency. The Mayor may declare an economic emergency due to an expected delay in receiving the City's anticipated municipal grant funding allocation from the State of Connecticut or for other reasons caused by economic conditions. Upon such declaration, the aforesaid date of the third Monday of May shall be the first Friday of June. <i>The budget was adopted at a Joint Meeting on May 25, 2021.</i></p> <p>Once the budget is formally adopted, the mill rate is established for the budget year that begins on July 1st and budget documents are distributed to the departments for implementation. During the fiscal year, the budget staff monitors and reviews revenue and expenditure activity and projections.</p>

Budgetary Controls

The City of Bristol maintains budgetary controls to ensure compliance with provisions in the annual appropriated budget. Appropriations are legislated at the department level by object of expenditure and sometimes by project. Expenditure control is maintained through the accounting system.

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

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

Service level performance is evaluated through a variety of indicators including:

- Citizen feedback - includes meetings and surveys with the citizens of Bristol.
- Media feedback - includes information and communications from the media.
- Internal program evaluations - performance evaluations initiated by the Mayor, City Council, or department heads to evaluate programs and services offered to the citizens.
- External program evaluations - performance evaluations commissioned by outside agencies that evaluate certain services offered to the citizens of Bristol.
- Management by observation, awards and competitive grant funding measuring the City's service level performance.

The results of these performance indicators and tools are an integral component of the City's policy and budgetary process.

Fund Structure Overview

Fund Structure

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

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

The annual operating budget for the General Fund is adopted on a modified accrual basis consistent with GAAP, except for encumbrances. It is prepared by function, activity and object. Expenditures may not legally exceed appropriations at the object level within a department.

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

Governmental funds

Most of the City's basic services are reported in governmental funds, which focus on how money flows into and out of those funds and the balances left at year-end that are available for spending. These funds are reported using an accounting method called modified accrual accounting, which measures cash and

all other financial positions that can readily be converted to cash. The governmental fund statements provide a detailed short-term view of the City's general government operations and the basic services it provides. Governmental fund information helps determine whether there are more or fewer financial resources that can be spent in the near future to finance the City's programs. The relationship (or differences) between governmental activities (reported in the statement of net position and the statement of activities) and governmental funds is described in a reconciliation at the bottom of the fund financial statements.

Major Governmental Funds

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

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

Nonmajor Governmental Funds

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

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

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

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

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

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

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

Road Improvements Fund – This fund accounts for the activities of Road Improvements operated by Public Works. It is financed through the Town Aid Road grant, Contributions, Grants and a Transfer from the General Fund.

Proprietary Funds

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

Major Proprietary Fund

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

Nonmajor Proprietary Fund

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

Fiduciary Funds

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

Agency Funds

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

Functional Relationships

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

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

Reader's Guide

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



Policy Initiatives

Overview

The City of Bristol's Board of Finance has approved key financial policies or best practices which are followed for financial transactions, financial reporting and annual budgeting. These policies are highlighted herein.

Debt

The foundation of any well-managed debt program is a comprehensive debt policy. The purpose of a debt policy is to establish parameters and guidance for decisions on capital spending and issuance of debt as a financing mechanism as well as to provide guidance regarding the timing and purposes for which debt may be issued, the types and amounts of permissible debt, the methods of sale that may be used, and the structural features that may be incorporated. The advantages of a formal debt policy include:

- Enhances the quality of decisions by imposing order and discipline, and promotes consistency and continuity in decision making.
- Rationalizes the decision-making process.
- Identifies objectives for staff to implement.
- Demonstrates a commitment to long-term financial planning objectives.
- Is regarded positively by the rating agencies in reviewing credit quality.
- Ensures that the City maintains a sound debt position and projects the City's favorable credit rating.

Long-term and short-term debt issuances to finance the City's capital program will be reviewed based on cash flow needs, sources of revenue, capital construction periods, available financing instruments and market conditions.

The mill rate impact of any debt issues will be evaluated so as to minimize overall tax increases and maintain level debt service payments as practical.

Borrowings by the City should be of a duration that does not exceed the economic life of the improvement that it finances and where feasible should be shorter than the projected economic life. The City will structure debt repayment on new bond issues to retire, at a minimum, 50% of the City's overall outstanding debt in the first ten years.

Debt ratios are one of many factors which influence bond ratings. The Board will consider the following debt ratios when reviewing the City's capacity to issue debt:

- Debt as a percentage of Net Taxable Grand List.
- Annual General Obligation debt service as a percentage of General Fund operating budget expenditures.

Integration of Capital Planning and Debt Financing Activities

- **Ten Year Capital Plan.** The City prepares a Ten Year Capital Improvement Plan (CIP) annually. The CIP identifies revenue sources and expenditures for the current budget year (Capital Budget) and evaluates the financial impact of each proposed project. The Capital Budget is adopted as part of the annual budget process by the Board of Finance and the Joint Meeting of the City Council and Board of Finance.

- **Funding of the Capital Improvement Program.** The Board will use the following sources to fund the CIP:
 - General revenues (pay-as-you go) or excess surplus
 - Bond financing
 - Grants
 - User Fees
 - Any Combination of the above

- **Equity, Effectiveness and Efficiency.** The Board is guided by three principles in selecting a funding source for capital improvements:
 - **Equity:** Whenever appropriate the beneficiaries of a project or service will pay for it. If a project is a general function of government that benefits the entire community, such as a school, police station or library, the project will be paid for with general tax revenues or financed with general obligation bonds. If, the project benefits specific users, such as water and sewer facilities, the revenues will be derived through user fees or charges and assessments.
 - **Effectiveness:** In selecting a source or sources for financing projects, the Board will select one or more financing options that effectively funds the total cost of the project.
 - **Efficiency:** If grants or current revenues are not available to fund a project, the Board will select a financing technique that provides for the lowest total cost consistent with acceptable risk factors and principals of equity and effectiveness. These methods currently consist of fixed-rate general obligation or revenue bonds issued by the Board.

Debt Authorization (City Charter Requirements)

In accordance with the City Charter (Section 25) the Board of Finance is authorized to borrow money through the issuance of notes or bonds for the city and any tax districts, either existing or which may be created. The City also has an established sinking fund to be used solely for the redemption of payment of bonds. The members of the Board of Finance also serve as the Board of Sinking Fund Commissioners to oversee this fund.

Purposes for Which Debt May or May Not Be Issued

- Finance major capital improvements with a total cost generally in excess of \$100,000. Such costs may include any planning, design and land acquisition costs for such improvements.
- Finance only those projects that have been included in the Ten-Year Capital Improvement Plan.
- Provide for emergency infrastructure repair or replacement.
- Refund existing debt to take advantage of lower interest rates and/or to eliminate existing debt covenants that may have become restrictive.
- Debt will not be issued to fund current operating expenditures, enterprise activities, enterprise funds, vehicles/rolling stock, leased or lease/purchase items.
- Derivative securities will not be issued.

Legal Limitations

The City will be in compliance with and will not exceed the debt limitations set by the State. Connecticut General Statutes limit the amount of indebtedness the City may have outstanding to seven times the total annual tax collections including interest and lien fees plus the reimbursement for revenue loss on tax relief programs.

Types of Debt Permitted To Be Issued and Criteria for Issuance

Before issuing debt, the Comptroller will consult with the City's Financial Advisor and Bond Counsel.

- **Short Term Debt**
 - **Bond Anticipation Notes:** The Board may choose to issue Bond Anticipation Notes as a source of interim construction financing when deemed prudent.
 - **Tax or Revenue Anticipation Notes:** The Board may choose to issue Tax and/or Revenue Anticipation Notes to fund internal working capital cash flow needs. Before issuing such notes, cash flow projections will be prepared by the appropriate City Departments and reviewed by the Comptroller. Tax and Revenue Anticipation Notes may be sold in either a competitive or negotiated sale, subject to authorization and approval by the Board of Finance.

- **Long Term Debt**
 - **General Obligation Bonds:** General obligation bonds are general obligations of the City payable from general (ad valorem) taxes, subject to certain constitutional and statutory limitations.
 - Bonding should be used to finance or refinance only capital improvements and long-term assets, or other costs directly associated with financing of a project. Bonding should be used only after considering alternative funding sources such as project revenues, Federal and State grants, and special assessments.
 - **Revenue Bonds:** Whenever possible, the City will use revenue, self-supporting, or special assessment bonds instead of general obligation bonds. To enhance security when issuing revenue bonds, the City will issue “double-barreled” bonds, which are secured both by a dedicated revenue stream, as well as by the general taxing powers of the City. The City will strictly adhere to all provisions of the bond resolution or trust indenture including but not limited to covenants, additional bond tests, and operation and maintenance requirements. Revenue bonds are generally issued by the City's Water Department, an Enterprise Fund.

- **Tax Increment Financing (TIF):** The City created the Bristol Downtown Tax Increment Financing District and the District Master Plan to help revitalize the City's downtown and support employment, housing and economic growth in the City. The City reserves the right to incur debt to facilitate, in part or in whole, any of the projects within the District Master Plan. Should such debt be issued and to which TIF revenues have been pledged, a Development Sinking Fund will be created and charged with the payment of interest and principal as well as any other related financing costs. TIF revenues shall be deposited first to the District Master Plan Fund, then to the Development Sinking Fund and then to the Project Cost Account.

- **Credit Enhancement:** Credit enhancement agreements (CEA's) are a mechanism for providing assistance to property owners or developers for undertaking development projects in the TIF district. Generally, CEA's allow the City to provide reimbursements of future incremental property tax to property owners or developers. Mandatory requirements for participation include but are not limited to: the need to offset economic advantages offered outside the City, financial capability of the developer to undertake the project, a minimum project cost of \$1,000,000, and a minimum 10% of the project cost equity contribution by the owner or developer.

- **Leasing:** Leasing is appropriate for procuring assets that are too expensive to fund with current receipts in any one year and are operational in nature. The City will not fund operating expenditures with debt. Generally, leasing relates to assets with short useful lives (less than 10 years) and which are subject to rapid technological obsolescence.

Method of Sale

- **Competitive Sale:** The Board, as a matter of policy, shall seek to issue its debt obligations in a competitive sale unless it is determined by the Comptroller that such a sale method will not produce the best results for the City. In such instances where the City, in a competitive bidding for its debt securities (whether general obligation or non-general obligation debt), deems the bids received as unsatisfactory or does not receive bids, it may, at the election of the Board of Finance, enter into negotiation for sale of the securities.
- **Negotiated Sale:** When determined appropriate by the Comptroller and approved by the Board of Finance, the City may elect to sell its debt obligations through a negotiated sale. Such determination may be made on an issue by issue basis, for a series of issues, or for part or all of a specific financing program. Selection of the underwriting team shall be made pursuant to selection procedures set forth in this debt policy under "Selection of Consultants and Service Providers".
- **Private Placement:** When determined appropriate by the Comptroller and approved by the Board of Finance, the City may elect to sell its debt obligations through a private placement of limited public offering. Selection of a placement agent shall be made pursuant to selection procedures developed by the Comptroller.

Disclosure and Arbitrage Compliance

- **Rating Agencies:** Full disclosure of operations and open lines of communication shall be made to the rating agencies. City staff, with assistance of financial advisors, shall prepare the necessary materials and presentation to the rating agencies. A credit rating will be sought from Moody's, Standard & Poors and Fitch rating agencies as recommended by the Comptroller in conjunction with the City's financial advisor.
- **Arbitrage:** The Comptroller shall establish a system of record keeping and reporting to meet the arbitrage rebate compliance requirement of the federal tax code. This effort shall include tracking investment earnings on bond proceeds, calculating rebate payments in compliance with tax law, and remitting any rebatable earnings to the federal government in a timely manner in order to preserve the tax-exempt status of the City's outstanding debt issues. Additionally, general financial reporting and certification requirements embodied in bond covenants shall be monitored to ensure compliance with all covenants.
- **Continuing Disclosure:** The City is committed to continuing disclosure of financial and pertinent credit information relevant to the City's outstanding securities and will abide by the Provisions of Securities and Exchange Commission (SEC) Rule 15c2-12 concerning primary and secondary market disclosure.

Selection of Consultants and Service Providers

- **Solicitation:** The City's Comptroller shall be responsible for establishing a solicitation and selection process in accordance with the City's Purchasing Policies and Guidelines for securing professional services that are required to develop and implement the City's debt program.
- **Financing Team:** The City employs outside financial specialists to assist in developing a bond issuance strategy, preparing bond documents and marketing bonds to investors. The key players in the City's financing transactions include its financial representatives (the Comptroller and staff, among others), Bond Counsel and a Financial Advisor. Other outside firms, such as those providing paying agent/registrars, trustee, credit enhancement, auditing, or printing services, are retained as required.

Investment of Proceeds

The investment of idle funds must be in conformance with federal laws, state statutes, the City Charter, and internal policies and procedures. Besides legality, the City's foremost investment objective will be safety of principal. The City will maintain sufficient liquidity to meet project expenditure requirements. The yield on an investment is its current rate of return until maturity. Yield should not and is not the primary concern for the City's investment of idle operating funds.

Donations

Civic, non-profit groups requesting a monetary donation from the City of Bristol for a program or event that will be held in Bristol and benefit the residents may submit a proposal in writing to the Board of Finance for review. The Board of Finance adopted the Donations Policy on March 11, 2014.

Requirements

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

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

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

Fixed Assets (Capital Assets)

The Board of Finance governs the policy for City fixed assets, to ensure accountability for fixed assets. A fixed asset is an asset that is not consumed or sold during the normal course of business, such as land, buildings, equipment, machinery, vehicles, leasehold improvements, and other such items.

The total value of fixed assets is reported as Capital Assets in the Comprehensive Annual Financial Report as prepared by the Comptroller's Office. The value of Capital Assets, reported by function (governmental activities and business-type activities), shall include the beginning value, a summary of additions, a summary of retirements, and an ending value for the fiscal year being reported.

A purchasing subcommittee of the Board of Finance will meet as needed to make updates to the policy. The policy was reviewed and updated by the Board of Finance on February 28, 2017.

Presented herewith is a summary of the City's Fixed Asset Policies and Procedures. This policy in its entirety is available in the Comptroller's Office.

Asset Definitions

- **Capital Assets** - A capital asset is defined as a piece of equipment, or investment in general infrastructure, that has a value in excess of \$5,000 and has an expected useful life of greater than one year. The Governmental Accounting Standards Board ("GASB") has issued Statement 34, dictating the requirements for the reporting of such assets. The annual value of such assets is reported in the Comprehensive Annual Financial Report as prepared by the Comptroller's Office.
- **Controllable Assets** - Certain purchases made by the City do not meet the criteria established for designation as a capital asset; by their nature, however, should be monitored for proper use and disposal, even though their value does not substantially impact the overall value of City assets. These controllable assets either render a critical function, put the City at risk by their absence (e.g. office equipment). Department heads must make every effort to maintain adequate controls for such controllable assets, and must relay such controls to the purchasing agent.

Capitalization Thresholds

All assets with an initial individual cost of \$5,000 or greater shall be recorded as a distinct asset for the purposes of reporting asset values in the City's Comprehensive Annual Financial Report, and all other related reports. The City shall maintain the following information on such assets: description, acquisition cost, acquisition date, purchase order, asset custodian, location, and condition.

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

Assets shall be assigned to one of the following class groups, for the purposes of reporting in government-wide financial statements:

- Land and Land Improvements
- Construction Work in Progress
- Infrastructure
- Buildings and Building Improvements
- Equipment

Certain assets valued less than \$5,000 but considered significant as to warrant the monitoring of their condition and location, shall additionally be tracked but not considered in the reporting of asset values as described in the City's Comprehensive Annual Financial Report. Such items include but are not limited to computers, printers, minor furnishings, firearms, and general office equipment.

Asset Classification

- **Land and Land Improvements** - Land and land improvements, including easements and rights of way, are assigned a useful life of 100 years; however, no depreciation is applied to land and land improvements.
- **Construction** - Construction includes all buildings and building-related structures. Construction-in-process is considered as a separate type of construction and is tracked as a separate asset until the time of completion, at which point the value is reclassified as either a new building or related structure, or added to the value of the construction renovated.
- **Infrastructure** - Investment in systems that provide a critical service to a municipality when considered as a system, but not a distinct separate asset, is recorded as infrastructure. By its nature, infrastructure is difficult to define as a separate system, and is difficult to define useful life on a broad basis. The City of Bristol has adopted the Governmental Accounting Standards Board recommendations.
- **Machinery and Equipment** - Machinery and equipment typically comprises the largest number of assets, but comprises the smallest overall value in relation to other classes.

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

- **Vehicles** - Consideration is made for vehicles separately from machinery and equipment.

Property Accounting

- **Useful Life Assessments** - Normal useful life is defined as the physical life, in terms of years, that an asset is expected to endure before it deteriorates to an unusable condition.
- **Asset In-Service Dates** - An asset's age is typically based on when the asset was acquired, or when the asset underwent its most recent major renovation.
- **Fund Designations/Function Designations**
 - **Fund Designations** - For accounting purposes, assets are associated with a fund type; either governmental or proprietary. Assets associated with governmental funds are intended primarily for general governmental use, serving such uses as public safety or public use. The source of the funds used to acquire these assets is typically, although not exclusively, derived from common collected taxes and fees. Assets associated with proprietary funds are intended primarily for the use of specific self-supporting units; for

the City of Bristol, the Water Department is an example of a self-supporting unit. The source of the funds used to acquire these assets is typically, although not exclusively, derived from specific fees associated with direct use of the services offered.

- **Function Designations** - Assets are additionally associated with a function (also referred to as program use). The City of Bristol defines assets as relevant to one of the following functions:
 - 10 General Government
 - 20 Public Safety
 - 30 Public Works
 - 40 Health and Social Services
 - 50 Education
 - 60 Libraries
 - 70 Parks and Recreations
 - 80 Miscellaneous/Art
- **Depreciation Considerations** - Depreciation shall be applied to all capital assets, assigned on an annual basis (except for land or land improvements, and work in process). Straight line depreciation will be calculated using the original cost less salvage value, divided by estimated useful life.

Property Control

Department Responsibilities

- Maintain assets in good condition as applicable to the assets working environment.
- Use of assets for personal use or benefit is prohibited.
- Provide Purchasing Department with relevant documents and information.
- Obtain approval of the Purchasing Department, for suitable and appropriate disposal method for assets no longer required by the department.
- Report detail of all additions and deletions of assets for their department to the Purchasing Department. Such annual report must be made within sixty days of the end of the fiscal year relevant to the annual report. Such information shall include, as applicable: asset description, location funding source, acquisition date, purchase order number, serial number, and asset cost.

Purchasing Responsibilities

- Maintain a full and comprehensive list of capitalized assets owned by the City. Information on the asset history, location, and appropriate custodial responsibility shall be retained and managed in such list.
- Maintain all files relative to vehicle titles and/or certificates of origin.
- Issue RFP's relative to the sale of land parcels, as directed by either the Mayor or the Real Estate Committee of the City Council.
- Maintain asset records in the City's financial records system (i.e. Munis), including maintenance of tables relative to such asset records.
- Report summary of asset additions and/or deletions to the Comptroller's Office, for its consideration in the preparation of the Comprehensive Annual Financial Report.

Comptroller Responsibilities

- Responsible for the presentation of the value of all assets in the Comprehensive Annual Financial Report. Such reporting includes the reporting of assets both by fund and by function.
- Responsible for the calculation and application of all depreciation, and any and all adjustments to the plant asset fund.

Policy Initiatives

- Provide direction and management in the establishment of appropriate useful lives for asset classes.

Methods of Asset Disposition

- **Trade-in** – assets may be considered for trade-in at the time of acquisition of replacement assets, subject to normal purchasing bidding guidelines, and written approval by the department head.
- **Surplus Sale via sealed bids** - the Purchasing Department may sell surplus property by soliciting competitive bids. Such sales will be the result of public notice in a locally distributed newspaper, no less than ten days prior to the scheduled sale.
- **Surplus Sale via online auction** - the Purchasing Department may sell surplus property via online auction. Such sales will be publicly available via the Purchasing web site, no less than ten days prior to the scheduled sale.
- **Sale of real estate** - the Purchasing Department shall sell surplus real estate in accordance with direction set forth by the Real Estate Committee.
- **Discard/Disposal** - a department head, with written approval by the Comptroller's Office, may recommend the disposal of assets that are both no longer in use and have been determined to have no remaining value.

Fund Balance

The Board of Finance policy is to reduce the City's reliance on the use of surplus to balance the General Fund budget. As a matter of sound financial policy governments should maintain a prudent level of financial resources to protect against reducing service levels or raising taxes and fees due to temporary revenue shortfalls or unpredicted one-time emergency expenditures. The Board of Finance recognizes the importance of maintaining a stable and adequate General Fund - Fund Balances and sets forth the following policy:

- Maintain ending General Fund total Fund Balances as a percent of operating revenues at between 15% and 20%.
- Maintain General Fund Unassigned Fund Balances as a percent of operating revenues between 12% and 15%.
- Exceptions and/or changes to this policy may be allowed under certain unique conditions to maintain flexibility in case of emergencies and one-time opportunities.

General Retirement Fund

The purpose of this policy is to set the guidelines and objectives for a funding policy for the City of Bristol General Retirement Fund. The policy objectives are to:

- Maintain a fully funded pension plan for its employees and the taxpayers of the City of Bristol.
- Have a pension funding policy that is based on actuarially determined contributions.
- Build funding discipline into the policy to ensure promised benefits can be paid.
- Maintain intergenerational equity so the cost of employee benefits is paid by the generation of taxpayers who receive the services.
- As necessary, make employer costs a consistent percentage of payroll.
- Require clear reporting to show how the pension plan will maintain its fully funded status.

The City of Bristol has three pension plan designs for its employees. A Police Retirement Benefits Fund, a Fire Retirement Benefits Fund, and a General City Retirement Benefits Fund for all other covered City employees, including certain Board of Education employees. Investments for all three plan designs are handled in one custodial trustee account. Prior to July 1, 2018 the City had separate actuarial valuations performed for each plan where the investment/assets had historically been allocated to account for separate values between the three plan designs.

Effective June 30, 2018, the City combined the valuation reporting of all three funds into one in order to maximize the asset values to the liabilities. This eliminated the annual Actuarially Determined Contribution (ADC) to the General City Plan, which was approximately \$3.47 million, for FY2019. While the combining of the three valuations yielded a combined actuarial funded ratio of 149%, and assuming future investment performance is similar to historical trends, financial/actuarial projections estimate that it is likely the City may not be required to make a contribution over a twenty to thirty year time frame.

While the analysis is hypothetical and subject to market volatility, the City of Bristol recognizes it is important to have a sound funding policy in place for its pension plan for a number of reasons:

- Determines a plan to fund pensions.
- Provides guidance in determining pension funding decisions annually for budget purposes.
- Demonstrates adherence to prudent financial management practices.
- Reassures bond rating agencies.
- Demonstrates to the public and employees how the pension plans will be funded.

The actuarial valuation includes a Long Range Forecast with regard to the anticipated Funded Ratio of the plan as well as the anticipated employer contribution to the pension plan. In keeping with sound financial practices, the City of Bristol Retirement Board and Board of Finance shall annually review this forecast to assess the financial strength of the plan. If at any time within this projection the plan is projected to trend towards a minimum funded ratio of 125% the Retirement Board and Board of Finance shall develop and implement a plan to fund the pension plan over a reasonable period of years to re-establish the funded ratio.

In the event the City and/or the Board of Education is negotiating benefits offered within the Retirement System, any benefit improvements and/or changes will require an actuarial analysis, coordinated with the City Comptroller, to determine:

- The cost of the benefit changes.
- The effect on the funded ratio and funded ratio projections.

At no time will benefit improvements/changes be enacted that reduce the projected funded ratio to trend at or below 125%.

This policy will be reviewed annually at the February Retirement Board meeting.

This policy was approved by the Retirement Board on January 10, 2019, and by the Board of Finance on January 22, 2019.

Investments

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

The Board of Finance adopted the Investment Policy on February 28, 2012. Following are highlights of the policy. The Policy in its entirety is available in the Comptroller's Office.

Scope

The investment policy applies to all financial transactions including the General Fund, Special Revenue Funds, Capital Project Funds, Debt Service Funds, Internal Service Funds, Trust and Agency Funds and any new fund created by the governing body, unless specifically exempted by the governing body or

legally restricted. The employees' retirement and other post-employment benefits funds are excluded from this policy.

Delegation of Authority

In accordance with Section 25 of the City Charter, the Board of Finance authorizes the Treasurer and/or Deputy Treasurer to act as the investment officer and to invest all City funds with the exception of pension and various other trust funds. who shall act in accordance with established written procedures and internal controls for the operation of the investment program consistent with the investment policy.

Internal Controls

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

The internal controls shall address the following points:

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

Prudence

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

Ethics and Conflicts of Interest

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

Authorized Financial Institutions, Depositories, and Brokers/Dealers

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

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

Safekeeping

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

Diversification

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

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

Investment decisions shall be based on the relative and varying yields and risks of individual securities and the municipality's liquidity requirements.

Reporting Requirements

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

Consolidation of Cash

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

Investment Objectives

Investments shall be made in accordance with the following principles:

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

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

- Limiting investments to the types of investments listed in this investment policy.
- Pre-qualifying the financial institutions, brokers/dealers, intermediaries, and advisors with which Bristol will do business.

- Diversifying the investment portfolio so that potential losses in individual securities will be minimized.

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

- Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity.
- Investing operating funds primarily in shorter-term securities, money market mutual funds, or similar investment pools.
- **Liquidity** - The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished structuring the portfolio so that the securities mature concurrent with the cash needs to meet anticipated demands. Furthermore, since all possible cash demands cannot be anticipated, the portfolio should consist largely of securities with active secondary or resale markets. A portion of the portfolio may be placed in money market mutual funds or state government investment pools, which offer same-day liquidity for short-term funds.
- **Yield** - The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The core of investments are limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed.

New Positions

All proposed new positions requested by departments (excluding the Board of Education) must be justified to and approved by the Salary Committee, prior to inclusion in any departmental budget. Positions are then approved by the City Council and funded by the Board of Finance.

Sinking Funds

The City of Bristol follows a policy of using sinking funds to provide funding for major projects that recur but do not necessarily recur annually, to provide funding for unexpected emergencies and to provide funding for one-time opportunities. Such funding currently includes:

- A sinking fund to supplement operating appropriations for capital equipment and infrastructure.
- A fire vehicle reserve account within the Equipment and Building Sinking Fund to replace fire apparatus on a cash basis.
- A "Major Bridge" contingency account within the Capital Projects fund for eventual bridge overhaul or replacement.
- Annual contribution to the Capital and Nonrecurring Fund for special capital projects that may need to be done in any given fiscal year.
- Annually appropriate funds for the assessor revaluation to be performed every five years as mandated by the State of Connecticut Office of Policy and Management.

Tax Abatements

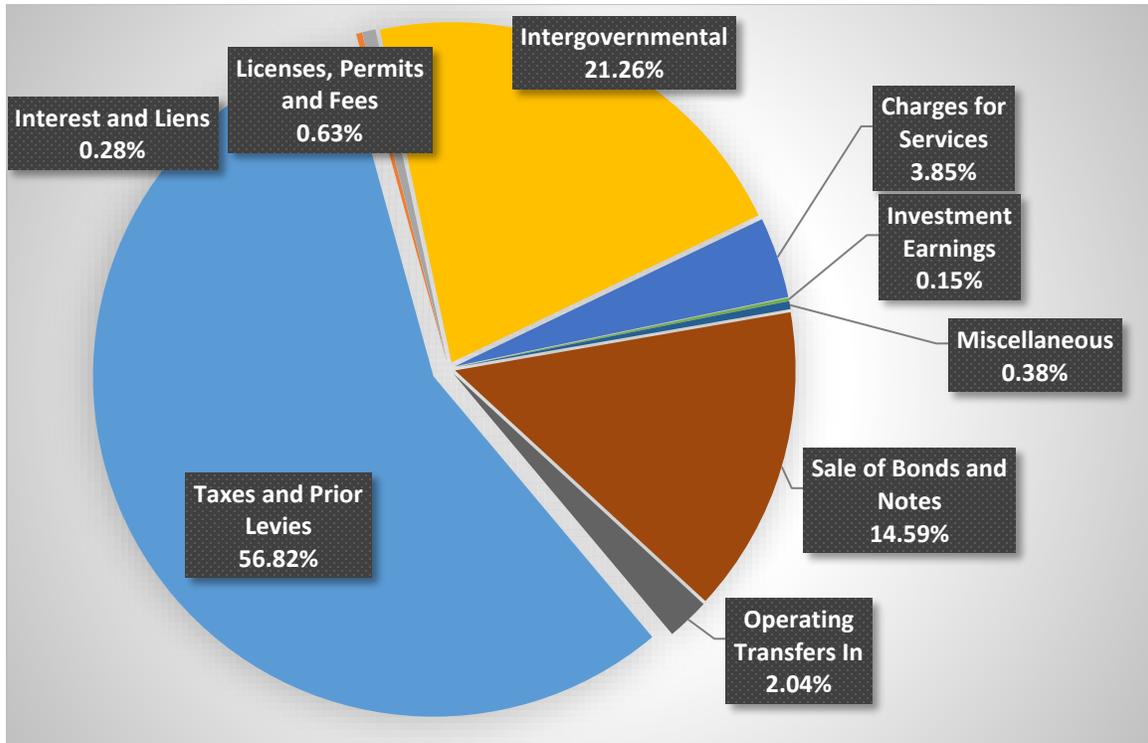
The City provides tax abatements through the Connecticut Enterprise Zone Program and Urban Jobs Program as well as a City-sponsored and locally administered Enterprise Zone Program for projects that fall within the State-designated Enterprise Zone but which do not qualify for the State-sponsored program. All such programs may be available to certain businesses in the City (with permission of the Director of Economic Development.) These incentives include the potential of abating local real property tax assessments on up to a ten year declining scale and a Connecticut Corporate Income Tax Credit.

Travel Reimbursement

The City's Personnel Policies & Procedures outlines the process and procedures for authorization for business travel. Mileage reimbursement is in accordance with the IRS standard mileage reimbursement rate.

City of Bristol FY 2022 Approved Operating Budget Governmental Funds

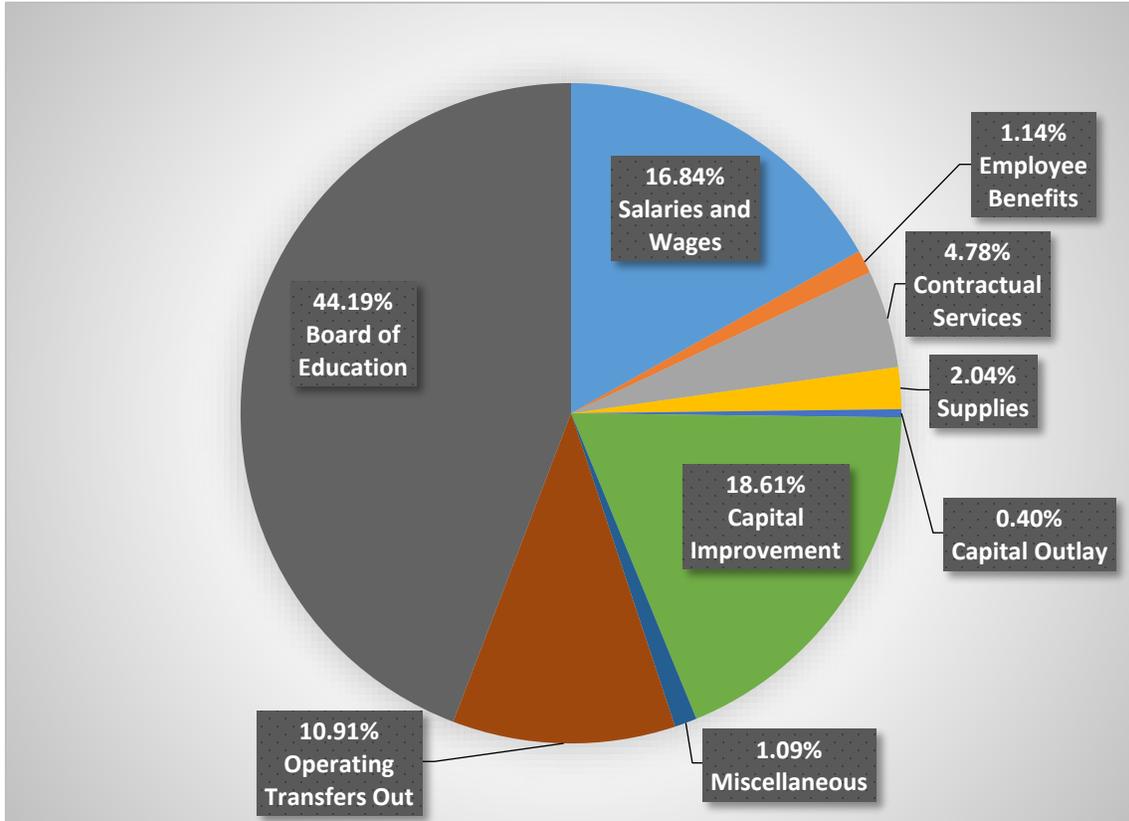
Budget in Brief - Sources



Description	Amount 2022	Amount 2021
Taxes and Prior Levies	\$156,403,740	\$153,434,450
Interest and Liens	\$777,000	\$775,000
Licenses, Permits and Fees	\$1,746,550	\$1,858,800
Intergovernmental	\$58,512,751	\$47,843,334
Charges for Services	\$10,592,490	\$10,796,155
Investment Earnings	\$415,900	\$581,400
Miscellaneous	\$1,043,940	\$978,715
Sale of Bonds and Notes	\$40,166,350	\$3,674,000
Operating Transfers In	\$5,601,900	\$2,713,655
Fund Balance	\$0	\$2,103,000
Appropriated Sources of Funds	\$275,260,621	\$224,758,509

FY 2022 Approved Operating Budget Governmental Funds

Budget in Brief - Uses



Description	Amount 2022	Amount 2021
Salaries and Wages	\$46,364,360	\$44,799,310
Employee Benefits	3,127,550	3,157,510
Contractual Services	13,165,640	12,837,385
Supplies	5,616,245	5,558,330
Capital Outlay	1,089,020	1,507,975
Capital Improvement	51,229,195	5,397,000
Miscellaneous	2,996,586	2,818,189
Operating Transfers Out	30,022,025	29,660,810
Board of Education	121,650,000	119,022,000
Appropriated uses of funds	\$275,260,621	\$224,758,509

**FY 2022 Approved Budget
Governmental Funds
Uses of Funds**

	<u>General Fund</u>	<u>Special Revenue Funds</u>	<u>Capital Projects Funds</u>	<u>Total</u>
<u>General City</u>				
Salaries and Wages	\$42,230,080	\$4,134,280		\$46,364,360
Employee Benefits	2,731,275	396,275		3,127,550
Contractual Services	9,415,030	3,750,610		13,165,640
Supplies and Materials	2,950,995	2,665,250		5,616,245
Capital Outlay	844,820	244,200		1,089,020
Capital Improvement		465,000	\$50,764,195	51,229,195
Miscellaneous/ Other (Insurance)	1,248,605	617,981		1,866,586
Operating Transfers Out	27,523,385	2,498,640		30,022,025
Contingency	1,000,000	130,000		1,130,000
<u>Board of Education</u>				
General Control	2,505,724			2,505,724
Instruction	49,176,125			49,176,125
Transportation	4,842,225			4,842,225
Operation of Plant	7,124,150			7,124,150
Maintenance of Plant	2,663,749			2,663,749
Benefits and Fixed	20,531,234			20,531,234
Athletics and Student	2,151,083			2,151,083
Capital and Technology	2,311,649			2,311,649
Special Education	33,245,759			33,245,759
Tuition	990,000			990,000
Anticipated Revenue Offsets	(3,891,698)			(3,891,698)
Appropriated Uses of Funds	<u>\$209,594,190</u>	<u>\$14,902,236</u>	<u>\$50,764,195</u>	<u>\$275,260,621</u>

**FY 2022 Approved Budget
Governmental Funds
Comparative Sources of Funds by Object**

General Fund	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget
Taxes and Prior Levies			
Current Property Taxes	\$149,385,855	\$152,131,450	\$155,103,740
Prior Levies	1,368,896	1,300,000	1,300,000
Taxes and Prior Levies	\$150,754,751	\$153,431,450	\$156,403,740
Interest and Liens on Delinquent Taxes			
Interest and Lien Fees	\$864,583	\$775,000	\$775,000
Interest and Liens on Delinquent Taxes	\$864,583	\$775,000	\$775,000
Licenses, Permits and Fees			
Assessor Late Filing Fee	\$400	\$2,000	\$1,100
Delinquent Fees	445	1,000	1,000
Circuit Court Fines	1,599	4,000	4,000
Dog Penalties	422	700	600
Dog Licenses	5,898	7,500	7,000
Merchandising Licenses	500	0	-
Marriage Licenses	2,745	3,000	3,000
Clerk Fees	15,436	12,000	13,000
Liquor Permits	1,300	1,500	1,500
Notary Services	1,505	2,000	1,000
Notary Appointment	2,260	3,000	3,000
Burial Permits	5,135	4,100	4,500
Trade Names	920	1,100	1,100
Vital Statistics	124,752	120,000	120,000
Parking Violations	78,032	75,000	75,000
Alarm Fines	16,740	17,000	17,000
Police Report Fees	16,891	14,000	14,000
Bingo/Raffles	8,244	12,000	12,000
Zoning Violations	0	1,500	1,500
Drop Fee	1,350	2,400	2,400
Building Permits	1,444,044	1,200,000	1,225,000
Surcharge	0	0	-
Excavation Permits	8,160	13,500	10,000
Land Use Fees and Permits	27,640	18,000	18,000
Library Fines	11,609	13,000	5,000
Licenses, Permits and Fees	\$1,776,027	\$1,528,300	\$1,540,700
Charges for Services			
Copier Charges	\$1,533	\$1,850	\$800
C Pace	3,000	0	0
Water Department Reimbursement	5,462	1,250	1,250
Foreclosure Costs	0	10,000	5,000
Court Rental	36,694	0	0
Rental of 51 High Street	6,571	15,770	0
Rentals	5,028	500	25,200
Miscellaneous Charges	16,634	4,000	4,000

Budget Summaries

Comparative Sources of Funds by Object (continued)

	FY 2020 <u>Actual</u>	FY 2021 <u>Budget</u>	FY 2022 <u>Budget</u>
Recording Fees	\$283,222	\$280,000	\$280,000
Copier Charges	47,530	46,200	46,000
Real Esatate Transfer Tax	1,043,239	825,000	850,000
Senior Citizen Non-Resident Fee	4,189	4,000	4,000
Senior Center Rentals	61,202	63,400	63,400
Police ID Charges	17,150	22,000	22,000
Police Special Services	1,815,950	850,000	850,000
Fire Services	1,011	1,475	1,475
Fire Watch	900	0	0
Dog Warden Charges	2,605	3,000	3,000
Public Works Fees	382,758	370,000	370,000
Other Recycling	15,275	13,200	13,200
Engineering Maps	224	200	200
Recycling Receipts	13,052	11,000	11,000
Public Works Service Charges	1,955	1,600	1,600
Sale of Barrels	14,015	12,000	15,000
Perm Patch	24,727	0	0
Mayor Miscellaneous	0	0	0
Copier Charges	13,870	14,000	5,000
Library Rental	2,140	1,000	480
Pool Charges	158,182	203,500	203,500
Summer Recreation Program	87,048	276,200	281,865
Fall/Winter Recreation Program	33,084	33,165	35,000
Park Rentals	31,853	33,000	50,500
Concession/ Miscellaneous	3,384	6,500	6,500
Parks Miscellaneous Charges	500	400	400
Charges for Services	<u>\$4,133,987</u>	<u>\$3,104,210</u>	<u>\$3,150,370</u>
Investment Earnings			
Interest General Fund	\$1,221,970	\$550,000	\$400,000
Interest Accounts Receivable	5,970	6,000	6,000
Investment Earnings	<u>\$1,227,940</u>	<u>\$556,000</u>	<u>\$406,000</u>
Sale of Property and Equipment			
Sale of Property and Equipment	\$60,401	\$75,000	\$75,000
Sale of Property and Equipment	<u>\$60,401</u>	<u>\$75,000</u>	<u>\$75,000</u>
Other Miscellaneous Revenue			
Comptroller's Miscellaneous Revenue	\$5,489	\$5	\$5
Reimbursements Comm Services	64,415	7,500	7,500
Library Trust Funds	4,260	4,310	4,360
Library Trust - Goodsell	28,600	28,950	29,310
Park Trust Funds	517,069	400,000	400,000
Park Trust - Goodsell	24,970	23,330	23,330
Other Miscellaneous Revenue	<u>\$644,803</u>	<u>\$464,095</u>	<u>\$464,505</u>

Budget Summaries

Comparative Sources of Funds by Object (continued)

	FY 2020 <u>Actual</u>	FY 2021 <u>Budget</u>	FY 2022 <u>Budget</u>
Contributions			
HMO Employee Contributions	\$7,543	\$3,000	\$3,000
Probate Contributions	6,392	7,190	7,025
Plainville	36,235	33,930	33,930
Contributions	<u>\$50,170</u>	<u>\$44,120</u>	<u>\$43,955</u>
Federal Grants			
Housing - PILOT	\$118,274	\$100,000	\$110,000
Civil Preparedness	59	13,500	15,000
Federal Grants	<u>\$118,333</u>	<u>\$113,500</u>	<u>\$125,000</u>
State Grants			
State Property	\$47,877	\$47,880	\$47,875
Hospital PILOT	380,562	380,560	380,560
Totally Disabled PILOT	13,669	12,500	15,000
Veterans Grant	26,159	26,000	26,000
Enterprise Zone Reimbursement	65,934	145,000	170,000
Town Aid Road Grant	662,258	0	0
Mashantucket Pequot Grant	400,282	400,280	400,280
Off-Track Betting	1,988	50,000	0
Municipal Grant-In-Aid	3,709,996		0
Utilities Tax	109,080	100,000	100,000
Municipal Stabilization Grant	234,651	234,650	234,650
Youth Bureau	41,741	41,745	41,745
Youth Enhancement Services	0	0	0
Juvenile Diversion	15,304	0	0
E-911 Grant	138,782	134,500	134,500
Police Dispatch Grants (Training, EMD)	2,004	6,000	6,000
Dial-A-Ride	57,275		0
School Readiness	2,863,475	0	0
Quality Enhancement Grant	18,756	0	0
Education Cost Sharing Grant	41,393,638	41,657,310	41,657,310
Public Act 481 Grant	215,414	150,000	150,000
State Grants	<u>\$50,398,845</u>	<u>\$43,386,425</u>	<u>\$43,363,920</u>
Operating Transfers In			
Transfer In- MRSF	\$0	\$600,000	\$1,600,000
Transfer In - Special Revenue	\$36,607	0	\$1,646,000
Transfer In-Permanent Funds	9,663	0	0
Other Financing Sources	<u>\$46,270</u>	<u>\$600,000</u>	<u>\$3,246,000</u>
Other Financing Sources			
Fund Balance	<u>\$0</u>	<u>\$1,000,000</u>	<u>\$0</u>
Other Financing Sources	<u>\$0</u>	<u>\$1,000,000</u>	<u>\$0</u>
General Fund	<u>\$210,076,110</u>	<u>\$205,078,100</u>	<u>\$209,594,190</u>

Budget Summaries

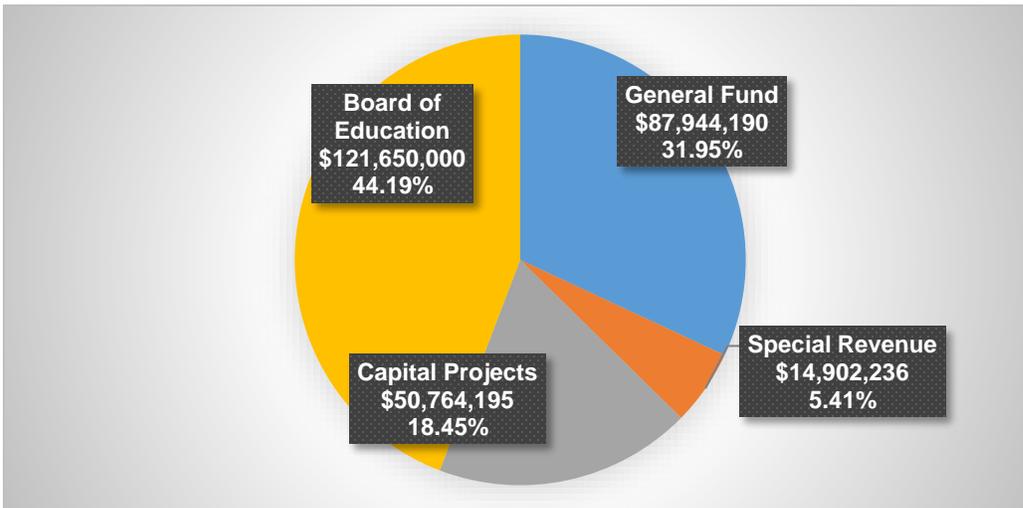
Comparative Sources of Funds by Object (continued)

<u>Special Revenue Funds</u>	<u>FY 2020</u> <u>Actual</u>	<u>FY 2021</u> <u>Budget</u>	<u>FY 2022</u> <u>Budget</u>
<u>Community Development Block Grant Fund</u>			
Investment Earnings	\$8,813	\$0	\$0
Intergovernmental	707,428	728,689	721,686
Transfer In - General Fund	415,020	431,010	451,460
Community Development Block Grant Fund	<u>\$1,131,261</u>	<u>\$1,159,699</u>	<u>\$1,173,146</u>
<u>Sewer Operating and Assessment Fund</u>			
Sewer Assessments, Interest and Liens	\$1,328	\$3,000	\$2,000
Licenses, Permits and Fees	66,430	98,000	93,400
Charges for Services-Sewer User Fees	7,175,412	7,062,500	6,944,820
Investment Earnings	34,224	19,500	7,500
Miscellaneous	79,464	95,000	91,980
Sewer Operating and Assessment Fund	<u>\$7,356,858</u>	<u>\$7,278,000</u>	<u>\$7,139,700</u>
<u>Solid Waste Disposal Fund</u>			
Investment Earnings	\$3,347	\$1,400	\$1,400
Miscellaneous	390,786	354,200	358,200
Transfer In- General Fund	1,182,450	1,144,400	1,140,400
Solid Waste Disposal Fund	<u>\$1,576,583</u>	<u>\$1,500,000</u>	<u>\$1,500,000</u>
<u>School Lunch Program</u>			
Intergovernmental			
Federal Reimbursements	\$2,573,652	\$2,996,285	\$3,390,300
State Grants	152,129	148,435	149,000
Intergovernmental	2,725,781	3,144,720	3,539,300
Investment Earnings	42	0	0
Charges for Services-Sale of School Lunches	226,882	318,445	120,300
Transfer In - General Fund	420,000	0	0
Other Sales	13,385	20,000	10,000
School Lunch Program	<u>\$3,386,090</u>	<u>\$3,483,165</u>	<u>\$3,669,600</u>

Budget Summaries

Comparative Sources of Funds by Object (continued)

	FY 2020 <u>Actual</u>	FY 2021 <u>Budget</u>	FY 2022 <u>Budget</u>
<u>Pine Lake Adventure Park</u>			
Charges for Services	\$18,360	\$115,000	\$115,000
Investment Earnings	300	0	0
Pine Lake Adventure Park	<u>\$18,660</u>	<u>\$115,000</u>	<u>\$115,000</u>
<u>LOCIP</u>			
Intergovernmental	\$780,739	\$470,000	\$465,000
Investment Earnings	354	0	0
LOCIP	<u>\$781,093</u>	<u>\$470,000</u>	<u>\$465,000</u>
<u>Transfer Station Fund</u>			
Licenses, Permits and Fees	\$86,906	\$117,300	\$112,450
Charges for Services	264,010	237,000	262,000
Investment Earnings	3,312	4,500	1,000
Miscellaneous	288	500	300
Transfer In General Fund	356,285	388,245	464,040
Transfer Station Fund	<u>\$710,801</u>	<u>\$747,545</u>	<u>\$839,790</u>
Special Revenue Funds	<u>\$14,961,346</u>	<u>\$14,753,409</u>	<u>\$14,902,236</u>
<u>Capital Project Funds</u>			
Taxes, Prior Levies and Assessments	\$13,751	\$0	\$0
Intergovernmental	1,892,478	0	10,297,845
Investment Earnings	77,744	0	0
Other/Miscellaneous/Contributions	539,700	0	0
Other Financing Sources			
Transfers In /Use of Fund Balance	6,203,670	1,253,000	300,000
Loans and Sale of Bonds and Notes	25,624,835	3,674,000	40,166,350
Capital Project Funds	<u>\$34,352,178</u>	<u>\$4,927,000</u>	<u>\$50,764,195</u>
Total Sources of Funds	<u>\$259,389,634</u>	<u>\$224,758,509</u>	<u>\$275,260,621</u>



**City of Bristol
FY 2022 Approved Budget
Governmental Funds
Comparative Uses of Funds by Object**

<u>General Fund</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>
Salaries and employee benefits	\$42,784,980	\$43,658,565	\$44,961,355
Contractual Services	15,556,629	8,915,940	9,415,030
Supplies and Materials	2,832,687	2,872,105	2,950,995
Capital Outlay	676,823	1,227,975	844,820
Miscellaneous	1,098,148	2,130,790	2,248,605
Operating Transfers Out	50,625,699	27,250,725	27,523,385
Education	97,837,863	119,022,000	121,650,000
General Fund	<u>\$211,412,829</u>	<u>\$205,078,100</u>	<u>\$209,594,190</u>
<u>Special Revenue Funds</u>			
<u>Community Development Block Grant Fund</u>			
Salaries and employee benefits	\$447,376	\$468,695	\$487,150
Contractual Services	115,460	126,665	81,850
Supplies and Materials	3,636	5,500	5,500
Miscellaneous	754,286	475,434	507,246
Operating Transfers Out	64,670	83,405	91,400
Community Development Block Grant Fund	<u>\$1,385,428</u>	<u>\$1,159,699</u>	<u>\$1,173,146</u>
<u>Sewer Operating and Assessment Fund</u>			
Salaries and employee benefits	\$1,741,116	\$1,929,035	\$2,046,140
Contractual Services	1,785,535	2,033,880	1,873,310
Supplies and Materials	686,045	906,880	777,350
Capital Outlay	127,191	280,000	238,000
Miscellaneous	67,648	196,500	216,735
Operating Transfers Out	2,383,227	1,931,705	1,988,165
Sewer Operating and Assessment Fund	<u>\$6,790,762</u>	<u>\$7,278,000</u>	<u>\$7,139,700</u>
<u>Solid Waste Disposal Fund</u>			
Contractual Services	\$1,553,760	\$1,500,000	\$1,500,000
Solid Waste Disposal Fund	<u>\$1,553,760</u>	<u>\$1,500,000</u>	<u>\$1,500,000</u>

Budget Summaries

Comparative Uses of Funds by Object (continued)

	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget
School Lunch Program			
Salaries and employee benefits	\$1,532,684	\$1,438,255	\$1,499,000
Contractual Services	12,590	14,000	14,000
Supplies and Materials	1,547,007	1,745,445	1,853,000
Miscellaneous	\$12,243	\$15,465	\$17,000
Operating Transfers Out	253,115	270,000	286,600
School Lunch Program	\$3,357,639	\$3,483,165	\$3,669,600
Pine Lake Adventure Park			
Salaries and employee benefits	\$54,039	\$91,750	\$91,750
Contractual Services	8,538	20,250	20,250
Supplies and Materials	976	3,000	3,000
Pine Lake Adventure Park	\$63,553	\$115,000	\$115,000
LOCIP			
Construction	\$795,290	\$470,000	\$465,000
LOCIP	\$795,290	\$470,000	\$465,000
Transfer Station Fund			
Salaries and employee benefits	\$401,865	\$370,520	\$406,515
Contractual Services	202,312	226,650	261,200
Supplies and Materials	41,256	25,400	26,400
Capital Outlay			6,200
Miscellaneous			7,000
Operating Transfers Out	143,661	124,975	132,475
Transfer Station Fund	\$789,094	\$747,545	\$839,790
Special Revenue Funds	\$14,735,526	\$14,753,409	\$14,902,236
Capital Project Funds			
Construction	\$12,729,332	\$4,927,000	\$50,764,195
Operating Transfers Out	\$1,578		
Capital Project Funds	\$12,730,910	\$4,927,000	\$50,764,195
Total Uses of Funds	\$238,879,265	\$224,758,509	\$275,260,621

**FY 2022 Approved Budget
General Fund
Projected Sources and Uses of Funds**

	FY 2020 <u>Actual</u>	FY 2021 <u>Estimated</u>	FY 2022 <u>Budget</u>
Net Position at Beginning of Year	<u>\$29,562,034</u>	<u>\$30,055,791</u>	<u>\$31,077,333</u>
Revenues			
Taxes and Prior Levies	\$150,754,751	\$154,103,933	\$156,403,740
Interest and Liens on Delinquent Taxes	864,583	1,059,144	775,000
Licenses, Permits and Fees	1,776,027	2,400,057	1,540,700
Intergovernmental	50,517,178	47,707,661	43,488,920
Charges for Services	4,133,987	5,614,934	3,150,370
Investment Earnings	1,227,940	263,322	406,000
Sale of Property and Equipment	60,401	142,417	75,000
Miscellaneous	694,973	711,814	508,460
	<u>\$210,029,840</u>	<u>\$212,003,282</u>	<u>\$206,348,190</u>
Expenses			
Salaries and employee benefits	\$42,784,980	45,706,239	\$44,961,355
Contractual Services	15,556,629	12,596,482	9,415,030
Supplies and Materials	2,832,687	2,739,507	2,950,995
Capital Outlay	676,823	1,874,695	844,820
Miscellaneous	1,098,148	1,152,167	2,248,605
Education	97,837,863	97,464,749	121,650,000
	<u>\$160,787,130</u>	<u>\$161,533,839</u>	<u>\$182,070,805</u>
Excess of Revenues Over (Under) Expenses	49,242,710	50,469,443	24,277,385
Other Financing Sources			
Operating Transfers in	46,270	600,000	3,246,000
Operating Transfers Out	(50,625,699)	(50,047,901)	(27,523,385)
	<u>(50,579,429)</u>	<u>(49,447,901)</u>	<u>(24,277,385)</u>
Excess (Deficiency) of Revenues and Other Sources Over Expenses and Other Uses	(1,336,719)	1,021,542	0
Fund Balance Classification Changes	1,830,476		
Net Position at End of Year	<u>\$30,055,791</u>	<u>\$31,077,333</u>	<u>\$31,077,333</u>

Enterprise Fund

The Bristol Water Department budget summary represents non-reserved available cash balances. Its budgeted net position is the budget resources available for appropriation at the beginning of the year and projected resources remaining at the end of the year. Total net position for the Bristol Water Department can be found in the Comprehensive Annual Financial Report available at the Comptroller's Office.

**FY 2022 Approved Budget
Enterprise Fund
Bristol Water Department
Comparative Sources and Uses of Funds**

	FY 2020 Actual	FY 2021 Estimated	FY 2022 Budget
Net Position at Beginning of Year	<u>\$8,733,825</u>	<u>\$9,889,304</u>	<u>\$10,418,286</u>
Revenues			
Charges for Services	\$8,505,549	\$8,578,500	\$8,796,000
Miscellaneous	370,940	362,620	387,315
Interest Income	71,271	8,300	9,100
	<u>\$8,947,760</u>	<u>\$8,949,420</u>	<u>\$9,192,415</u>
Expenses			
General Government	\$7,375,270	\$8,015,709	\$8,792,851
Debt Service	417,011	404,729	389,570
	<u>\$7,792,281</u>	<u>\$8,420,438</u>	<u>\$9,182,421</u>
Excess (Deficiency) of Revenues Over Expenses	1,155,479	528,982	9,994
Net Position at End of Year	<u><u>\$9,889,304</u></u>	<u><u>\$10,418,286</u></u>	<u><u>\$10,428,280</u></u>

Internal Service Fund

Three funds are combined to form the Internal Service Fund. The Internal Service Fund is the combination of the City's Health Benefits Fund and the self-insured Workers' Compensation Funds. The Health Benefits Fund is a self-insured fund administered by Cigna HealthCare and Anthem. This fund accounts for medical, prescription and dental claims for all City and Board of Education eligible employees and retirees. The Workers' Compensation Fund is also a self-insured fund and administered by Future Comp.

FY 2022 Approved Budget Internal Service Fund Comparative Sources and Uses of Funds

	<u>FY 2020 Actual</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Budget</u>
Net Position at Beginning of Year	<u>\$12,623,877</u>	<u>\$13,741,671</u>	<u>\$15,263,441</u>
Revenues			
Charges for Services	\$8,549,045	\$8,854,080	\$9,582,005
Miscellaneous	102,351	110,868	85,000
Interest Income	132,039	17,306	22,500
	<u>8,783,435</u>	<u>8,982,254</u>	<u>9,689,505</u>
Expenses			
Insurance Claims Premiums and Fees	<u>39,625,777</u>	<u>41,773,066</u>	<u>45,760,135</u>
Excess of Revenues Over (Under) Expenses	(30,842,342)	(32,790,812)	(36,070,630)
Other Financing Sources			
Fund balance			1,000,000
Operating Transfers in	<u>31,960,136</u>	<u>34,312,582</u>	<u>35,070,630</u>
	31,960,136	34,312,582	36,070,630
Excess (Deficiency) of Revenues and Other Sources Over Expenses and Other Uses	1,117,794	1,521,770	0
Net Position at End of Year	<u><u>\$13,741,671</u></u>	<u><u>\$15,263,441</u></u>	<u><u>\$15,263,441</u></u>

Overview

The Budget Summaries section of the budget document presents governmental funds in a comparative format for both sources and uses. Sources are presented on an object basis, uses on a function basis. The City's Enterprise Fund (Bristol Water Department) and the City's Internal Service Fund are also separately presented. General information narratives which follow are included to help the reader. However, for underlying assumptions in the preparation of the budget, for a discussion of the factors, priorities, trends, issues and changes that influenced the development of the budget, please refer to the Comptroller's Transmittal Letter.

Sources of Funds

As a matter of prudent financial policy the City is conservative with its revenue estimates, especially with both intergovernmental operating and revenue sharing grants. This is particularly a result of the timing and unknown outcome of an approved State budget, which generally occurs after the City adopts its own budget.

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

- Taxes and prior levies
- Interest and liens
- Licenses, permits and fees
- Intergovernmental
- Charges for services
- Investment earnings
- Sale of property and equipment
- Sale of bonds and note
- Miscellaneous
- Operating transfers in

Taxes and Prior Levies

Property taxation is by far the largest source of local government revenue. Taxes may be levied (based on assessment) against real estate, personal property and motor vehicles. Other revenue related to property taxation includes interest on delinquent taxes, liens, late fees and assessments.

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

The following chart presents the annual net grand list growth for past five years.

City of Bristol Net Grand Lists Past Five Years					
Grand List Year	2016	2017	2018	2019	2020
Budget Year	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Net Grand List	\$ 3,910,692,532	\$ 3,917,268,810	\$ 3,945,511,672	\$ 3,998,922,007	\$ 4,076,364,174

In the appendix tab of this document are related tables including Principal Property Taxpayers, Assessed and Estimated Actual Value of Taxable Property, and Property Tax Levies and Collections for multiple fiscal years.

Licenses, Permits and Fees

Licenses, permits and fees relate primarily to building permits, the largest budget amount in this category, issued by the City and various license and recording fees charged by the City Clerk.

Intergovernmental

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

The City estimates state grants based on the Governor's proposed budget in February and then revises the estimates as more information on the state budget becomes available. Hopefully, the state budget is finalized by the time the Joint Meeting (Board of Finance and City Council) adopt the budget in May.

As expected, state grants far exceed federal grants, which are generally limited to national education programs, Housing and Urban Development programs, and Department of Justice programs.

The General Fund receives the largest share of intergovernmental revenue, over 90% of which is Board of Education (primarily the ECS grant, which in recent years has exceeded \$41 million).

The Bristol Development Authority, a special revenue fund, receives a federal grant called the Community Development Block Grant (CDBG) to assist with eligible residential rehabilitation programs.

Water Pollution Control, a special revenue fund, has historically received low interest loans and grants from the State of Connecticut for treatment system upgrades under the Clean Water Act.

The School Lunch Program, a special revenue fund, receives both state and federal grants as part of a national or state initiative for breakfast, lunch, milk, nutrition and healthy foods school programs. These grants provide the major source of revenues for the operations of Bristol school cafeterias.

The LoCIP Fund (Local Capital Improvement Program) provides funds to Connecticut municipalities for eligible non-school projects, which include roads, parks, flood control, sewer systems and building improvements. Funds are provided on a reimbursement basis for LoCIP approved projects.

Charges for Services

User fees are the primary revenue source for the Bristol Water Department, an enterprise fund and for Water Pollution Control, a special revenue fund. User fees are driven by customer usage at rates developed by the department. Both departments forecast future budgets to determine the expected timing and amount of rate increases. Hook-up fees must be paid in advance and are recognized as revenue when the construction is complete.

Charges for services also include fees for various Parks and Recreation Department summer and winter recreational and aquatic programs, charges by the City Solid Waste Fund to residents and contractors for the disposal of trash and charges for other activities such as library room rental, Senior Center programs and Muzzy Field use.

Investment Earnings

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

Miscellaneous

Miscellaneous captures all revenue sources not classified elsewhere and primarily consists of distributions from Park and Library trust funds and sale of property (General Fund) and use of sinking funds and other financing sources, excluding sale of bonds and notes (Capital Fund).

Sale of Bonds and Notes

Bonds and notes are often used to finance large capital improvement projects. The City Capital Budget is approved as part of the annual budget adoption process. As such, the amount of debt to finance those approved projects is recognized as a source of funds by the Capital Projects Funds. Monitoring and forecasting appropriate levels of City debt is a continuous process, so the decision makers are well informed and know what level of debt financing can be assigned to debt service on bonds each budget year. City debt is presented in detail in the Debt Management section of this budget document.

Operating Transfers In

Operating Transfers In provides a source of funds for certain special revenue funds and for capital projects that are to be paid for with General Fund cash.

The Bristol Development Authority, a special revenue fund and the recipient of a federal Community Development Block Grant, historically, receives a transfer-in from the General Fund for the City's agreed upon share of its operating costs. The Solid Waste Disposal Fund also receives a transfer from the General Fund to basically cover the cost of waste management services for the City residential trash disposal.

Uses of Funds

Salaries and Wages

Salaries include all employees except Board of Education. The total number of employees is 1,481.5. Of this total, 952 employees work at the Board of Education. The Board of Education salaries are included among the various education cost categories presented in the uses of funds budget statement. Employees in special funds, such as the Bristol Development Authority, Water Pollution Control, School Lunch Program and the Transfer Station are also included in this total. A detail of all positions can be found in the Appendix of this budget document.

The cost of salaries are driven primarily by contracts with various labor unions including the City Unions; Bristol Police Union, Firefighters Local #773, BPSA (Professionals and Supervisors), and AFSCME Locals #233 and #1338, BBHD Local #6012, as well as the BOE Teachers Union, ASCME Locals #818, 2267, 3551 and BAPS (Association of Principals and Supervisors).

Employee Benefits

Employee Benefits as presented here is limited to budgets for liability insurance, employer FICA and Medicare taxes. Health insurance, Workers' Compensation and unemployment benefits are components of the Internal Service Fund. Transfers out from the General Fund provide the source of funds for these in the Internal Service Funds. Please refer to the Internal Service Fund section of this budget document for more employee benefits detail.

Contractual Services

Contractual Services include professional fees, maintenance agreements, printing and binding, utilities, postage, waste disposal costs, repairs and maintenance and advertising.

Supplies

Such operating expenditures as office supplies, program supplies, heating and motor fuels and snow operations supplies fall under this category.

Capital Outlay and Capital Improvement

Capital expenditures may be either recurring or non-recurring. Recurring capital expenditures are considered operating expenditures and are included as capital outlay in departmental budgets. Non-recurring capital expenditures are considered capital improvements and are part of the capital budget. 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.

Capital outlay items generally include personal property such as police vehicles, maintenance equipment, computers, office furniture, small tools and annual replacements of safety equipment (such as Fire Department SCBA gear).

Capital Improvement is the non-recurring capital expenditures and is essentially, the approved capital budget. Please refer to the Capital Budget Summary section of this document for all detail.

Miscellaneous

Miscellaneous is comprised of all expenditures not included in any other budget grouping and includes community support, bank fees, relocation costs (associated with the City's code enforcement and eviction programs), general City insurance and an annual amount added to the budget for contingency (unpredictable events).

Operating Transfers Out

Operating Transfers Out, which can be found in the Miscellaneous section of this budget document, are comprised of transfers to special revenue funds (such as the City share of the Bristol Development Authority), transfers to the Internal Service fund (such as the budgeted amount of expected medical claims) and a transfer for budgeted annual debt service (see the Debt Management section of this budget document).

Board of Education

Board of Education is the budget for the City school system. All expenditures for instruction, transportation, operation and maintenance of plant, employee benefits, administration and special education are included. More detail can be found in the Board of Education Summary section of this budget document.

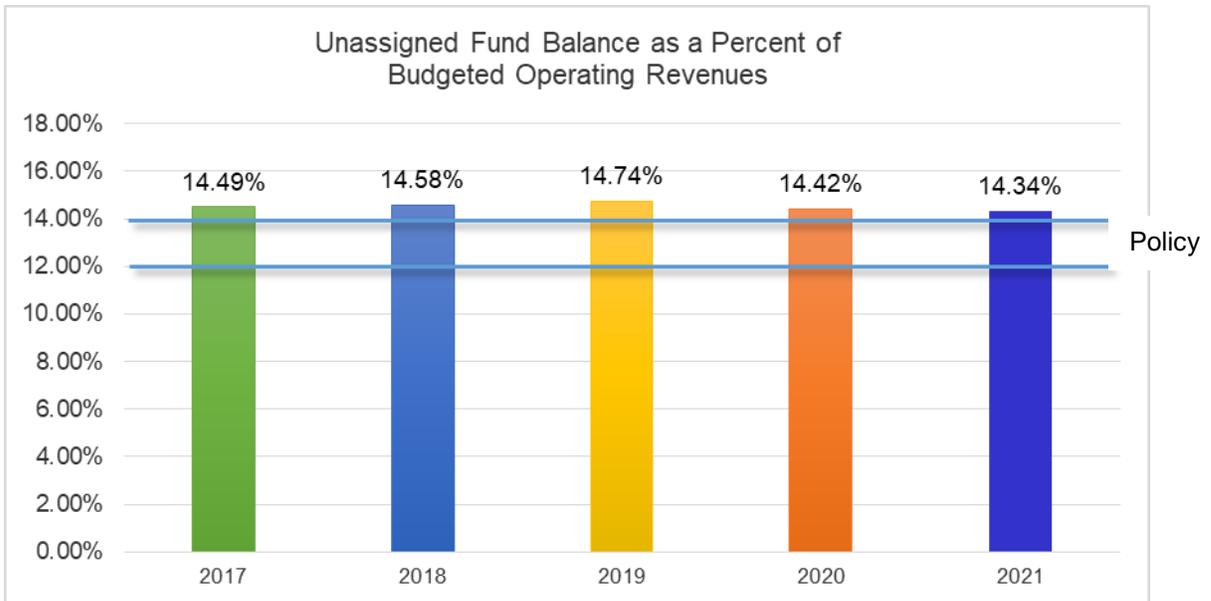
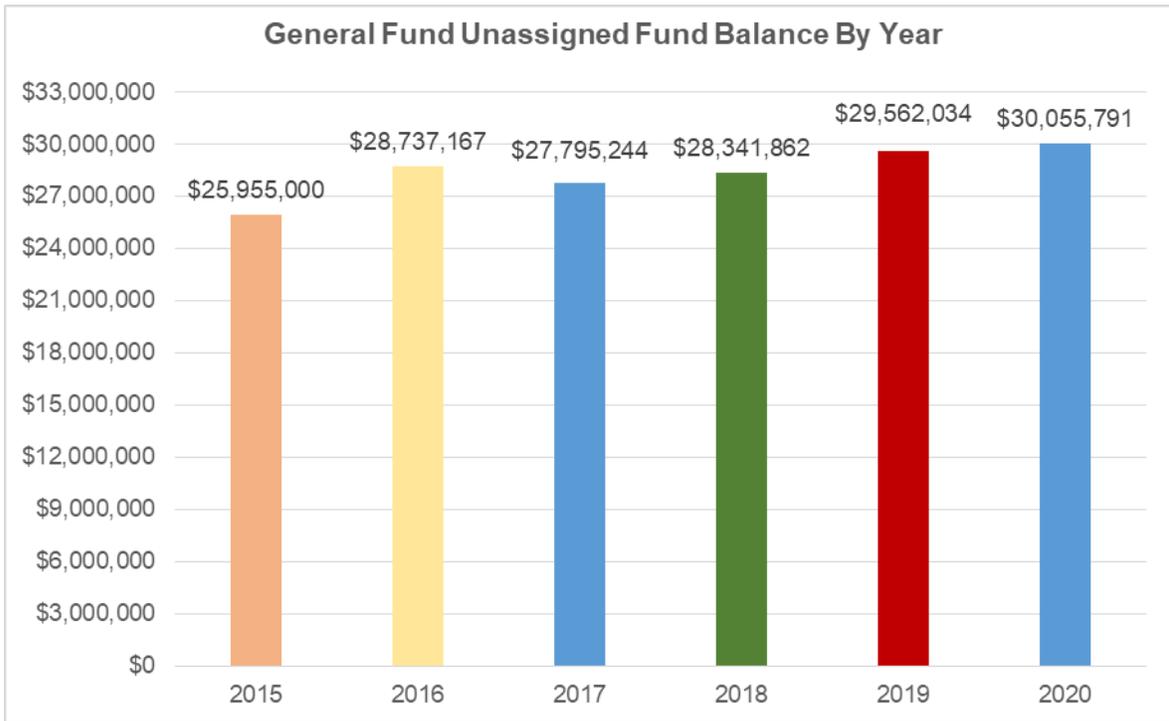
Fund Balance

General Fund

The Board of Finance policy is to reduce the City's reliance on the use of surplus to balance the General Fund budget. This was phased in over a five year period and was achieved for the first time with the 2016-2017 budget where no surplus funds were appropriated to the budget. However, in an attempt to balance a stable tax rate and future economic and budgetary challenges, primarily related to increases in Debt Service and the enactment of a new local Property Tax Relief Program for seniors, the Board established a Mill Rate Stabilization Fund (MRSF) as of June 30, 2019 with a transfer of \$1 million of surplus funds. During 2020 adhering to this philosophy judiciously to offset increases in debt service was difficult due to the unprecedented challenges related to the COVID 19 pandemic combined with a sense of uncertainty entering the 2020-2021 fiscal year. Balancing the budget and meeting tax payer expectations for a minimal to no tax increase was difficult and the Board of Finance allocated \$600,000 of the MRSF to help balance the budget. Additionally, \$1 million of the June 30, 2019 fund balance that was designated for Economic Development was released from that designation and was also used towards the 2020-2021 budget. In total, that represented approximately 0.4 of a mill or 1%. For the FY2022 budget the economic challenges were even greater and while the Board of Finance eliminated the requested allocation of undesignated fund balance it did allocate an additional \$1 million from the MRSF for a total of \$1.6 million.

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

Fund Balance	2018	2019	2020
Nonspendable	\$5,457	\$3,471	0
Committed	3,085,523	3,107,495	3,132,163
Assigned	6,367,646	7,336,712	7,967,807
Unassigned	<u>28,341,862</u>	29,562,034	30,055,791
Total Fund Balance	<u>\$37,800,488</u>	<u>\$40,009,712</u>	<u>\$41,155,761</u>

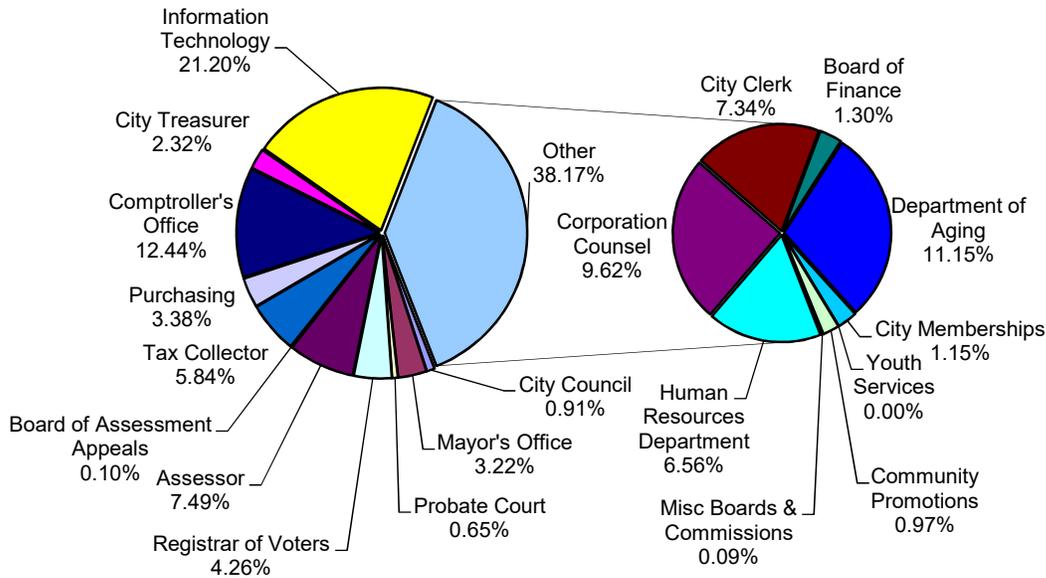


General Government

2021-2022 BUDGET GENERAL FUND EXPENDITURE SUMMARY FOR GENERAL GOVERNMENT

ORGCODE	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
0011010	CITY COUNCIL	\$61,299	\$61,065	\$61,065	\$61,065	\$61,065
0011011	MAYOR'S OFFICE	214,566	214,655	217,655	214,655	216,500
0011012	PROBATE COURT	40,186	39,900	39,900	45,045	43,405
0011013	REGISTRARS OF VOTERS	222,159	285,135	309,135	286,310	286,310
0011014	ASSESSOR'S OFFICE	459,054	492,530	492,530	505,155	503,155
0011015	BOARD OF ASSESSMENT APPEALS	5,285	7,010	7,010	7,010	7,010
0011016	TAX COLLECTOR	350,474	372,805	372,805	395,015	392,365
0011017	PURCHASING	213,774	222,250	222,250	227,275	227,275
0011018	COMPTRROLLER'S OFFICE	802,609	823,960	825,215	829,880	835,260
0011019	TREASURER	125,324	148,040	148,040	155,970	155,970
0011020	INFORMATION TECHNOLOGY	1,150,168	1,123,935	1,123,935	1,351,465	1,423,295
0011021	HUMAN RESOURCES DEPARTMENT	399,194	427,510	509,849	433,300	440,705
0011022	CORPORATION COUNSEL	664,621	635,965	935,965	939,750	645,785
0011023	TOWN AND CITY CLERK	461,386	483,795	483,795	487,690	492,670
0011024	BOARD OF FINANCE	64,937	85,900	85,900	87,080	87,080
0011026	HOUSING CODE BOARD OF APPEALS	457	460	460	460	460
0011027	DEPARTMENT OF AGING	668,826	712,910	780,218	748,580	748,580
0011030	CITY MEMBERSHIPS	75,916	79,880	79,880	77,280	77,280
0011034	COMMUNITY PROMOTIONS	65,003	40,000	64,995	75,000	65,000
0011041	BOARDS AND COMMISSIONS	5,936	6,050	6,050	6,350	6,350
TOTAL GENERAL GOVERNMENT		\$6,051,174	\$6,263,755	\$6,766,652	\$6,934,335	\$6,715,520

2021-2022 General Government



City Council

Service Narrative

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

Fiscal Year 2021 Goals and Accomplishments:

- Assured fiscal stability by adopting, with the Board of Finance, a balanced budget for the fiscal year 2021 on May 25, 2021.

Fiscal Year 2022 Goals:

- Assure fiscal stability by adopting, balanced budgets with no to minimal stable tax increases while incorporating long term capital and economic recovery planning.

Expenditure Summary

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$61,299	\$61,065	\$61,065

Budget Highlights

0011010 CITY COUNCIL

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
515200		PART TIME WAGES	\$61,299	\$61,065	\$61,065	\$61,065	\$61,065
TOTAL SALARIES			\$61,299	\$61,065	\$61,065	\$61,065	\$61,065
TOTAL CITY COUNCIL			\$61,299	\$61,065	\$61,065	\$61,065	\$61,065

City Council Members

District

Party Affiliation

Gregory Hahn	District 1	Democrat
Scott Rosado	District 1	Democrat
Peter Kelley	District 2	Democrat
Dave Preleski	District 2	Democrat
Brittany Barney	District 3	Democrat
Mary Fortier	District 3	Democrat

City Council Members



Mayor



Ellen Zoppo-Sassu, Mayor
860-584-6250
mayorsoffice@bristolct.gov

Service Narrative

The Mayor is the chief elected officer of the City and responsible for overseeing the day-to-day operations of the City. The Mayor chairs all meetings of the City Council, serves as a member of the Retirement Board and the Board of Finance and is chairwoman of the Joint Meeting of the Board of Finance and the City Council. In addition, the Mayor chairs the Economic and Community Development, Fire, Park, Police and Public Works Commissions. Elections for this office are held every two years.

Fiscal Year 2021 Goals and Accomplishments:

- Engaged the community with an “All Heart Hotline” outreach initiative for pandemic response and created partnerships for identified issues such as food insecurity, and developing Covid testing and vaccine sites.
- Continued to partner with Board of Education on shared services in the areas of Building Maintenance, Information Technology and Health and Insurance Benefits; and adding employee deferred compensation and management structure of the future Rockwell Theater at the Memorial Boulevard Intradistrict Arts Magnet School.
- Worked with Economic and Community Development to attract businesses to the Southeast Industrial Park, Centre Square and other parcels in the City; as well as created a business response to assist retail and restaurants during the pandemic.
- Continued to encourage and foster diversity, equity and inclusion issues across departments with policies and on boards and commissions.
- Ensured essential services like 2020 Farmers Market operated under pandemic requirements; facilitated progress on projects like Downtown Mural, Farmers to Families food box distribution and continued emphasis on collaboration among community partners.
- Awarded a Silver Telly Award for the Opioid Task Force Public Service Announcement series.

Fiscal Year 2022 Major Service Level Goals:

- Support the efforts of the Board of Education to provide a quality education for all students; as well as monitor the various aspects of their budget including Capital Outlay and those that are volatile due to escalating Special Education costs and unfunded mandates.
- Continue to work with department heads to ensure high quality of services to the public and use the Mayor’s Office staff to be the main point of contact to resolve issues and relay answers to citizens.

General Government

- Market the remaining parcels at the Southeast Industrial Park and Centre Square to add value to the Grand List.
- Continue to expand the civic engagement component of local government via the inclusion of local voices on panels such as the Opioid Task Force, Diversity Council, Youth Cabinet and Arts and Culture Commission, as well as on the traditional boards and commissions.
- Successfully integrate all available programs such as Opportunity Zones, abatements, Tax Increment Financing and grants to promote, recruit, retain and aid in the expansion of existing businesses.
- Identify developers for the active brownfield projects at 894 Middle Street.
- Aggressively utilize Code Enforcement to promote safe and sanitary living conditions for all, as well as ensure compliance at eyesores like the former Chic Miller dealership and other locations.

Long Term Goals

- Provide leadership to the Memorial Boulevard Intradistrict Arts Magnet School Building Committee to ensure the Rockwell Theater is operational and ready for Fall 2022.
- Continue to analyze the opportunities to integrate services between the City and Board of Education as well as between Bristol and its surrounding towns.
- Add additional staff person to the Mayor's Office to improve service as well as expand the scope of services and policy opportunities.

Expenditure and Position Summary:

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$192,064	\$192,355	\$194,200
Full Time Positions	2	2	2

Organizational Chart



Budget Highlights

0011011 MAYOR'S OFFICE

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$176,945	\$179,555	\$179,555	\$179,555	\$181,400
515100		OVERTIME	774	0	0	0	0
515200		PART TIME	6,480	5,000	5,000	5,000	5,000
517000		OTHER WAGES	7,865	7,800	7,800	7,800	7,800
TOTAL SALARIES			\$192,064	\$192,355	\$192,355	\$192,355	\$194,200
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
553000		TELEPHONE	24	50	50	50	50
553100		POSTAGE	130	400	400	400	400
555000		PRINTING AND BINDING	4,358	6,000	6,000	6,000	6,000
581120		CONFERENCES AND MEMBERSHIPS	668	2,000	2,000	2,000	2,000
583100		CITY PROMOTIONAL ACTIVITIES	4,326	5,000	8,000	5,000	5,000
589100		MISCELLANEOUS	1,167	1,500	1,500	1,500	1,500
TOTAL CONTRACTUAL SERVICES			\$16,673	\$20,950	\$23,950	\$20,950	\$20,950
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$139	\$600	\$600	\$600	\$0
561800	COVID	COVID PROGRAM SUPPLIES	5,166	0	0	0	0
569000		OFFICE SUPPLIES	524	750	750	750	1,350
TOTAL SUPPLIES AND MATERIALS			\$5,829	\$1,350	\$1,350	\$1,350	\$1,350
TOTAL MAYOR'S OFFICE			\$214,566	\$214,655	\$217,655	\$214,655	\$216,500

Probate Court

Judge William Hamzy
 240 Stafford Avenue
 860-584-6230

Service Narrative

The Region 19 Probate District was established in January of 2011 and provides the residents of Bristol and Plymouth with a variety of services. Connecticut General Statute §45a-8 governs the requirements of each town that comprises a probate district. The Probate Court has jurisdiction over the many matters including the following: decedent's estates, trusts, conservators, guardians of persons with intellectual disability, guardians of the person of minor children, termination of parental rights, adoptions including adult adoptions, paternity, emancipation of minors, mental health commitments, drug and alcohol commitments, and name changes.

Fiscal Year 2021 Goals and Accomplishments:

- The COVID pandemic forced the Region #19 Probate Court and the Probate system to rethink working environments in order to protect staff. The court implemented staggered work shifts especially during the Thanksgiving Holiday and Christmas holiday virus spikes and implemented our COVID safety protocols such as mandatory face coverings, social distancing and daily cleaning of work surfaces and sanitizing of equipment. The court has been closed to the public from accessing the physical building since March of 2020 through the present. The judge and court staff members have worked continuously throughout this period. Probate forms and information are available on the website www.ctprobate.gov. A drop box was set up at our front door for the public and counsel to drop off documents such as original wills and applications. On the front door, information was posted about the various flexible options for completing probate requirements along with court telephone number, fax number and email addresses for the chief clerk, and the two clerks.
- Technology was utilized to get probate business done. Electronic filing of probate documents known as e-filing technology was implemented in January of 2020. It has been welcomed by the legal profession and the probate court staff with a few learning curves along the way. It was fortunate timing for the innovative technology since the

pandemic closed the court to public access. Document filing could still occur. The judge and the court staff completed training on the e-file technology by means of webinars provided by the Office of the Probate Administrator. Technology was utilized with court hearings. Judge Dorval was able to conduct hearings continuously throughout this fiscal year by means of Cisco Web Ex teleconferences.

- Court security initiative was a large area of focus in fiscal year 2021. The court was assessed for security recommendations prior to the pandemic by the Bristol Police Department. Many recommendations of the written security assessment provided by LT. Morello were implemented. One of the more costly security measures was the installation of the glass enclosure around the front counter, which occurred in fiscal year 2021. Many thanks to the Bristol Police Department, the Purchasing Department, and the Comptroller's Office and the installers and the contractor for their assistance in helping the court achieve its security goals.
- Despite the pandemic, the judge and staff were able to comply with mandatory training requirements of the Office of the Probate Administrator in best practices and procedures by webinar training. The Probate Court provides assistance to counsel and the public in the following areas: decedent's estates, trusts, power of attorney accountings, voluntary conservatorships, involuntary conservatorships, involuntary commitments, probable cause matters, change of names for adult and children, gender marker changes, guardianships of persons with intellectual disability, adult adoptions, minor children adoptions, removal of guardians and temporary custody matters, termination of parental rights matters, guardianship of the estates for minors, temporary guardianship cases, emancipation of minors, paternity filings and drug and alcohol commitments and quarantine and isolation appeals. The communities of Bristol and Plymouth in providing the funding of our budget helped the court achieve our goals for Fiscal Year 2021. The court was able to conduct itself in a professional manner despite the challenges of the pandemic.
- The court welcomed Judge William Hamzy in June as the new Probate Court Judge.

Summary of Fiscal Year 2021-2022 Budget:

- This increase in Professional Fees is due to the new state requirements for an internet redundancy connection and a conferencing subscription. The redundant internet connection protects the court computers and laser fiche system in the event of a primary emergency cable internet outage. This would be focusing on our goal of protecting current and archived records and emergency preparedness. The second expense is for the Cisco Web Ex conferencing monthly subscription charge. The conferencing subscription permits the judge to conduct hearings by teleconference or video conference. This conferencing service made available to the probate courts during the pandemic allowed scheduled hearings to be heard on almost a daily basis in the Region #19 Probate Court.

Fiscal Year 2022 Goals:

- Training for the staff in all areas of emergency preparedness. This past fiscal year focused on court security initiatives in terms of acquiring items recommended by the Police Department. Court security will continue to be a focus, but the focus will shift to training staff to be able to react in an actual emergency.
- Cross training staff in all areas of the probate court jurisdiction has been implemented so there is always a back-up to a staff member who may be out of the office for various reasons. The goal is to keep the work current and be able to respond to the public and counsel with file inquiries in timely and proper manner.
- Transition to another judge in fiscal year 2022 as Judge Hamzy assumes his role as presiding judge and implements changes.
- Assist Judge Dorval with his transition from presiding judge to retired judge.

General Government

Long Term Goals:

- Encourage our local communities to embrace the e-filing technology.
- Continue to provide outstanding service to our citizens in a professional and responsive manner.

Performance Measures

Type of Matter	2016	2017	2018	2019	2020
Intestate	72	60	86	73	73
Testate	174	200	164	165	143
Small Estate Affidavit Applications	208	210	230	212	195
Trust Acct. Requiring Hearings	50	78	68	44	76
Termination of Parental Rights	26	14	38	28	23
Emancipation of Minors	1	1	0	1	0
Appointment of Guardians of Estates	16	14	12	13	25
Other Guardianship Applications	174	120	200	158	89
Change of Name	72	90	78	70	52

Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	<i>Salaries for this department are paid by the State of Connecticut</i>		

Budget Highlights

0011012 PROBATE COURT

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES	\$14,167	\$14,000	\$14,000	\$14,625	\$14,625
543000		REPAIRS AND MAINTENANCE	1,713	2,500	2,500	2,500	2,500
553000		TELEPHONE	90	500	500	500	500
553100		POSTAGE	17,011	16,400	16,400	16,400	16,400
555000		PRINTING AND BINDING	1,118	1,500	1,500	1,500	1,500
TOTAL CONTRACTUAL SERVICES			\$34,099	\$34,900	\$34,900	\$35,525	\$35,525
SUPPLIES AND MATERIALS							
561800	COVID	COVID PROGRAM SUPPLIES	\$533	\$0	\$0	\$0	\$0
569000		OFFICE SUPPLIES	4,864	5,000	5,000	7,880	7,880
TOTAL SUPPLIES AND MATERIALS			\$5,397	\$5,000	\$5,000	\$7,880	\$7,880
CAPITAL OUTLAY							
570400	20020	3 CHAIRS	\$690	\$0	\$0	\$0	\$0
579999		EQUIPMENT	0	0	0	1,640	0
TOTAL CAPITAL OUTLAY			\$690	\$0	\$0	\$1,640	\$0
TOTAL PROBATE COURT			\$40,186	\$39,900	\$39,900	\$45,045	\$43,405

Registrars of Voters

Sharon Krawiecki, Republican Registrar of Voters
Kevin McCauley, Democratic Registrar of Voters
860-584-6165

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, and upholding election integrity. Primary functions include elections administration, voter registration, record maintenance and training of poll workers.

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

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

Fiscal Year 2021 Goals and Accomplishments:

- Election Day Registration program was utilized, garnering 411 new registrations during the 2020 Presidential Election.
- Completed a canvass of 3,995 voters to determine current voting residence via NCOA and ERIC.
- Processed 14,868 voter registration additions, removals, address, name or party affiliation changes through December 31, 2020.
- By completing the Election Security Mentor training, the Registrar's Office was awarded a \$9,000 grant to cover PPE for the nine polling locations.
- Completed an extensive inventory of the voter registration cards linking the electronic to the hard copies.
- Created a satellite absentee office at 131 North Main with the help of our IT and Public Works Departments.
- Held a combined Presidential Preference and State Primary in August 2020 utilizing our Safe Polls Plan.
- Held a Presidential Election in November 2020 utilizing our Safe Polls Plan.
- Increased staff at the polls and absentee office due to the large increase of new voters and mail-in ballots.
- Increased poll worker training to ensure COVID protocols were followed.
- Adhered to the continued legislative changes, executive orders and Secretary of the State directives regarding the 2020 Elections.

Summary of Fiscal Year 2021-2022 Budget:

- Lobby Legislators to maintain current district/precinct lines during the State redistricting evaluation process.
- Preparation for a Municipal Primary in September 2021.
- Preparation for the Municipal Election in November 2021.
- Preparation for a mock election at Bristol Eastern High School.
- 2022 Canvass of voters.
- 2022 High School Registration drives.

Fiscal Year 2022 Goals:

- Answer the call of City electors to increase the available support at the polls to aid in the voting process.
- Coordinate with Bristol Eastern High School to hold a “municipal election” in the fall and have winners shadow department heads and elected officials.
- Continue to work with Board of Education to ensure safe security protocols while conducting a primary during school hours.

Long Term Goals:

- To support and assist in statewide efforts to employ the latest technology in all aspects of election administration which enables reporting accuracy and immediate election results.
- Continue important sworn duties and responsibilities to the electorate in a non-partisan manner, independent of control and completely impartial.
- Continue enhanced cross training of poll workers to be more efficient.
- Fulfill mandated continuing education as re-certification courses become available through the Secretary of the State’s Office.

Performance Measures

		Municipal Election 2019	
Polling Location		Eligible Voters	Number Voted
77-01 Edgewood School		4,513	2,230
77-02 Northeast School		4,388	2,342
77-03 Mountain View School		4,259	2,264
77-04 Bristol Eastern High School		2,411	1,328
78-01 Chippens Hill Middle School		3,799	2,150
78-02 West Bristol School		4,079	2,219
79-01 South Side School		4,577	2,439
79-02 B.P.O. Elks Lodge #1010		4,051	1,883
79-03 Greene-Hills School		5,170	2,823
Absentee Voters	9,928		
Election Day Registration – City Hall	411		
Totals	10,339	37,247	19,678

General Government

Historical Voter Turnout			
Election	%	Registered	Voted*
2000 Presidential	74%	31,274	23,035
2001 Municipal	36%	29,899	10,824
2002 Governor	54%	29,611	16,002
2003 Municipal	40%	29,453	11,858
2004 Presidential	77%	32,880	25,349
2005 Municipal	38%	32,014	12,305
2006 Governor	58%	31,926	18,598
2007 Municipal	36%	31,774	11,558
2008 Presidential	77%	34,720	26,900
2009 Municipal	26%	34,132	8,767
2010 Governor	54%	33,658	18,057
2011 Municipal	28%	33,249	9,347
2012 Presidential	70%	35,113	24,558
2013 Municipal	35%	31,869	11,085
2014 Governor	56%	31,718	17,835
2015 Municipal	39%	31,241	12,106
2016 Presidential	78%	34,464	26,790
2017 Municipal	39%	34,247	13,270
2018 Governor	62%	34,987	21,786
2019 Municipal	33%	35,676	11,951
2020 Presidential	81%	37,247	30,017
*Includes Absentee and EDR Voters			

Monthly Voter Registration Summary

Day to day undertakings in the Registrar’s Office include registering new residents, and changing addresses, names or party affiliation. Additionally, the Registrar’s Office will remove electors who are deceased or have moved out of town or state and purge electors who have been inactive for four or more years per state statute §9-35. The chart below indicates the number of additions, changes and removals completed from July 1, 2020 to June 30, 2021.

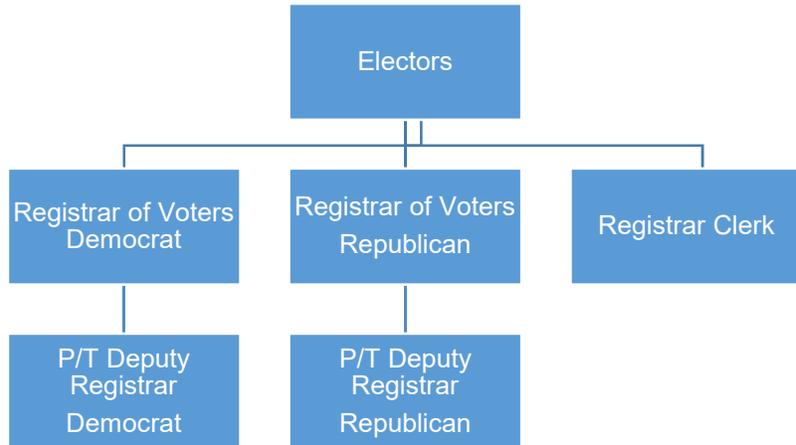
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Total
Additions	423	651	1082	1411	551	178	208	154	214	263	298	192	5625
Changes	376	773	1142	760	614	79	580	137	725	131	850	96	6263
Removals	292	477	594	554	299	181	205	341	642	1456	396	236	5673
Total	1,091	1,901	2,818	2,725	1,464	438	993	632	1,581	1,850	1,544	524	17,561

Expenditure and Position Summary

General Government

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$189,556	\$241,385	\$227,560
Full Time Positions	3	3	3

Organizational Chart



Budget Highlights

0011013 REGISTRARS OF VOTERS

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$153,519	\$154,085	\$154,085	\$155,260	\$155,260
515100		OVERTIME	5,553	6,300	6,300	6,300	6,300
515200		PART TIME	30,484	66,000	81,000	66,000	66,000
TOTAL SALARIES			\$189,556	\$226,385	\$241,385	\$227,560	\$227,560
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$2,481	\$4,800	\$4,800	\$4,800	\$4,800
531140		TRAINING	840	1,800	1,800	1,800	1,800
544400		RENTS AND LEASES	250	500	500	500	500
553000		TELEPHONE	4	400	400	400	400
553100		POSTAGE	3,675	8,000	11,000	8,000	8,000
554000		TRAVEL REIMBURSEMENT	156	750	750	750	750
555000		PRINTING AND BINDING	10,105	20,000	26,000	20,000	20,000
581120		CONFERENCES AND MEMBERSHIPS	395	1,500	1,500	1,500	1,500
TOTAL CONTRACTUAL SERVICES			\$17,906	\$37,750	\$46,750	\$37,750	\$37,750
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES AND MATERIALS	\$10,747	\$18,000	\$18,000	\$18,000	\$18,000
561800		PROGRAM SUPPLIES	796	1,000	1,000	1,000	1,000
561800	COVID	COVID PROGRAM SUPPLIES	1,191	0	0	0	0
569000		OFFICE SUPPLIES	1,963	2,000	2,000	2,000	2,000
TOTAL SUPPLIES AND MATERIALS			\$14,697	\$21,000	\$21,000	\$21,000	\$21,000
TOTAL REGISTRARS OF VOTERS			\$222,159	\$285,135	\$309,135	\$286,310	\$286,310

Assessor

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

Service Narrative

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

Real property is all land and building improvements located within the City limits. Taxation is based on the assessed value established during revaluations. The Assessment staff successfully completed the 2017 revaluation. The next revaluation is scheduled for 2022. The interim years are updated with the addition of new construction. This involves the physical inspection of new construction, i.e., new house, addition, decks, remodeling, etc. The source is usually through the building permits issued.

The personal property list consists of all businesses located within the corporate limits of the City of Bristol. In general terms, personal property is everything needed to engage in a business enterprise, excluding land and any improvements thereon. The common categories are machinery, furniture and fixtures, equipment, data processing equipment, and unregistered motor vehicles. Discovery of new accounts are obtained through internet search engines, newspaper articles, advertisements, trade names filed with the City Clerk, and a physical canvass of business districts. State Statutes require all owners of personal property to file annual lists of such property no later than November 1st, or be subject to a 25% penalty. This process is supplemented by a statutory authorized audit process. Assessment staff continues to work with Charles B. Feldman and Associates and Tax Management Associates who recently completed auditing 25 accounts. All audits currently taking place are for the grand list years 2017, 2018 and 2019.

The motor vehicle list is developed with the help of the Department of Motor Vehicles (DMV). Pursuant to Section 14-163 of the Connecticut General Statutes, the Commissioner of Motor Vehicles is required to furnish to the Assessor in each town, a list containing the names and addresses of owners of motor vehicles registered in their respective towns, as they appear on October 1st of each year, based on the registration records of the motor vehicle department. The list is then priced to develop the grand list. The values are based on "clean" retail value from the National Automobile Dealers Association (NADA) price guides, as recommended to the Office of Policy and Management by the Connecticut Association of Assessing Officers (CAAO). Out of state registered vehicles are monitored and assessed through the unregistered vehicle statute category within the personal property annual declaration filing process. Vehicle values trended higher for the 2020 grand list. This was precipitated by the COVID virus which closed computer chip and motor vehicle manufacturing plants. These shut downs limited new vehicle supply which increased demand for some new and used model vehicles. Adding to the used car market demand is 2020 stimulus money distribution along with suppressed personal spending that increase demand for durable goods such as automobiles. Further, the preowned auto market values peaked due to employment factors since unemployment rose in 2020 the preowned auto market became the more affordable option.

Additional assessment responsibilities include maintenance of ownership records of property and application processing for elderly and social security disabled homeowners and renters, the military and blind statutory exemptions.

Fiscal Year 2021 Goals and Accomplishments:

- Initiated a request for proposals for the 2022 real estate revaluation. Contractor engagement should occur in September 2021.
- Transitioned multiple taxpayer programs and assessment reporting requirements to virtual or website access eliminating the need for in person transactions.
- Pursued State of CT – NVCOG state flyover GIS “NearMap” technology for use in the 2022 revaluation. This software may take the place of “EagleView” GIS due to its contract expiration.

Summary of Fiscal Year 2021-2022 Budget:

- The Office of Policy and Management (OPM) is addressing full revaluation inspection schedules and policy criteria. Implementation of the Eagleview Pictometry sketch check program has been paused in anticipation of these guideline adjustments. Assessment staff will work with the Purchasing Agent to find alternative measures to implement the full 2027 revaluation.

Fiscal Year 2022 Goals:

- Complete integration of CAMA Cloud iPad remote fieldwork software with Vision 8 CAMA database. This technology allows assessment personnel greater efficiencies by tracking inspections and eliminating duplicated data entry functions.
- Prepare for assessment staff attrition prior to June 30, 2022. Deputy Assessor, Assessment Technician, and Sales and Ratio Clerk positions will be vacated. The 2022 revaluation will require seasoned personnel utilizing an interim over-hire initiative for these positions.

Long Term Goals:

- Continue to develop website tools which help serve property owners in a virtual City Hall environment.

Performance Measures

FY/Grand List Date	FY2020 10/1/18	FY2021 10/1/19	FY2022 10/1/2020
Gross Taxable Assessed Value	\$4,222,404,205	\$4,288,754,003	4,364,588,167
Estimated Actual Value	\$6,032,006,007	\$6,126,791,432	6,235,125,952

Grand List Totals – October 1, 2020

	Gross Assessment	Exemptions	Net Assessment
Real Estate	\$3,321,682,514	\$43,721,113	\$3,277,961,401
Personal Property	\$613,575,260	\$238,395,518	\$375,179,742
Motor Vehicle	\$429,330,393	\$6,107,362	\$423,223,031
Totals	\$4,364,588,167	\$288,223,993	\$4,076,364,174

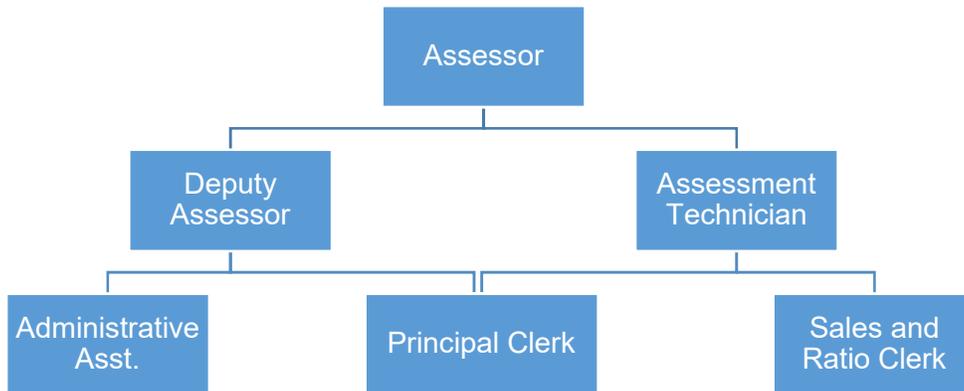
General Government

2020 Grand List Statistical Data –	Count
Building Permits and Value Inspections Serviced 7/1/2020 – 6/30/2021	1,641
Certificates of Occupancy Issued (New Construction) 7/1/2020 – 6/30/2021	83
Elderly Applications Taken	548
Renters Applications Taken 4/1/2021 through 6/12/2021 ends 10/1/2021	386
Real Estate Transfers 10/1/2020 through 6/7/2021	998
Veterans, Blind and Disabled Applications	2,171

Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$433,900	\$452,305	\$462,930
Full Time Positions	6	6	6

Organizational Chart



Budget Highlights

0011014 ASSESSOR'S OFFICE

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$429,330	\$444,370	\$441,670	\$455,515	\$455,515
515100		OVERTIME	1,350	2,625	2,625	5,000	3,000
515200		PART TIME	0	0	2,700	0	0
517000		OTHER WAGES	3,220	5,310	5,310	4,415	4,415
TOTAL SALARIES			\$433,900	\$452,305	\$452,305	\$464,930	\$462,930
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$10,439	\$20,000	\$20,000	\$20,000	\$20,000
553000		TELEPHONE	83	150	150	150	150
553100		POSTAGE	3,368	3,500	3,500	3,500	3,500
554000		TRAVEL REIMBURSEMENT	2,761	3,700	3,700	3,700	3,700
555000		PRINTING AND BINDING	3,451	3,500	3,500	3,500	3,500
557700		ADVERTISING	168	175	175	175	175
581100		DUES AND FEES	1,781	2,300	2,300	2,300	2,300
581120		CONFERENCES AND MEMBERSHIPS	899	1,800	1,800	1,800	1,800
581135		SCHOOLING AND EDUCATION	1,513	2,800	2,800	2,800	2,800
TOTAL CONTRACTUAL SERVICES			\$24,463	\$37,725	\$37,925	\$37,925	\$37,925
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$175	\$1,600	\$1,600	\$1,600	\$1,600
561800	COVID	COVID PROGRAM SUPPLIES	200	0	0	0	0
569000		OFFICE SUPPLIES	316	700	700	700	700
TOTAL SUPPLIES AND MATERIALS			\$691	\$2,500	\$2,300	\$2,300	\$2,300
TOTAL ASSESSOR'S OFFICE			\$459,054	\$492,530	\$492,530	\$505,155	\$503,155

Board of Assessment Appeals

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.

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 2021 Goals and Accomplishments:

- The Board met in March 2021 to hear appeals on the October 1, 2020 grand list and will meet in September 2021 to hear Motor Vehicle appeals on the October 1, 2020 Grand List. The Board heard appeals as a group 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.
- Due to COVID restrictions the March 2021 sessions were held with the option of in person or virtual.
- Provided website availability of Board meeting minutes and appeal forms.

Summary of Fiscal Year 2021-2022 Budget:

- The City will implement a revaluation in 2022. Each revaluation has its potential to impact the Board's composition by requiring additional members along with necessitating additional supplies and postage costs. Planning for these adjustments begin 12 months prior to the revaluation implementation date. Budget forecast will be stable for 2021-2022 with anticipated budget allowances made for the 2022 revaluation in the 2022-2023 fiscal cycle.

Fiscal Year 2022 Goals:

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

Long-Term Goals:

- Update website information in anticipation of streamlined communication notifying the public of state mandated appeal filing deadlines.
- Increase awareness of mandatory revaluation procedures necessitating property inspection through data mailer initiative to complete the 2022 revaluation analysis.

Performance Measures

Grand List Year	Number	Appeals Heard	Number Granted	Number Denied
2018	33	Real Estate	16	17
	2	Motor Vehicle	2	0
	3	Personal Property	2	1
2019	24	Real Estate	9	15
	6	Motor Vehicle	6	0
	7	Personal Property	6	1
2020	25	Real Estate	13	12
	0	Motor Vehicle	0	0
	7	Personal Property	5	2

Board of Assessment Appeals Members

Term Expiration

Mary Alford, Chairperson
 Shirley Salvatore
 Thomas Ragaini

11/2021
 11/2021
 11/2021

Budget Highlights

0011015 BOARD OF ASSESSMENT APPEALS

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
515100		OVERTIME	\$1,135	\$2,100	\$2,100	\$2,100	\$2,100
515200		PART TIME	3,957	3,960	3,960	3,960	\$3,960
TOTAL SALARIES			\$5,092	\$6,060	\$6,060	\$6,060	\$6,060
CONTRACTUAL SERVICES							
553100		POSTAGE	\$37	\$250	\$250	\$250	\$250
557700		ADVERTISING	142	200	200	200	\$200
TOTAL CONTRACTUAL SERVICES			\$179	\$450	\$450	\$450	\$450
SUPPLIES AND MATERIALS							
569000		OFFICE SUPPLIES	\$14	\$500	\$500	\$500	\$500
TOTAL SUPPLIES AND MATERIALS			\$14	\$500	\$500	\$500	\$500
TOTAL BOARD OF ASSESSMENT APPEALS			\$5,285	\$7,010	\$7,010	\$7,010	\$7,010

Tax Collector

Ann Bednaz, Tax Collector
860-584-6270
annbednaz@bristolct.gov

Service Narrative

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

Fiscal Year 2021 Goals and Accomplishments:

- Transitioned lockbox operations to People's Bank. This allowed quicker access to funds, achieved cost savings and streamlined banking for the City of Bristol. In addition, taxpayers now have the ability to pay current taxes at any People's Bank branch for a convenient after hours, additional avenue to pay without any fees.
- Recognized that the suspense process needed to be changed. With the assistance of both the Comptroller's Office and the auditors recommended moving up the most prior year to suspense collections earlier than in the past. This allowed for smooth balancing with the Comptroller's Office and worked very well for the auditors. It also allowed for a better collection rate on delinquent accounts.
- Transitioned delinquent collections to Nationwide Credit Corporation (NCC) and since going live November 3, 2020 they have collected over \$614,000 in uncollectible taxes and interest for the City of Bristol.
- Processed delinquent payments electronically by file instead of by hand, reducing posting errors and maximizing efficiencies.
- Processed refunds more timely and efficient manner allowing for refunds to also be completed during the very busy collections months.
- Updated our tax software: allows for efficient processing of bank and leasing company payments; reduced return mail, bank escrow coding, reprinting receipts for taxpayers; and allows for running reports with visual charts and many more options.
- Successfully trained all staff in all procedures, processes and job duties; will continue office training and allow for skill enhancement opportunities through the Tax Collectors Association.
- Added "Tax News" under Notify Me section of City website so taxpayers can opt in to receive notifications concerning important tax information such as the Tax Deferral Program and due dates with a direct link to our home page.

Summary of Fiscal Year 2021-2022 Budget:

- State DMV registrations are moving to three years and this will be a challenge to collect on a timely basis.
- Advertising continues to increase due to COVID-19 and Executive Orders; per State Statutes we are required to post 3 times per collection period, 5 days before taxes are due, seven days after taxes are due and five days before delinquent and then again due to the extension.

General Government

- To maintain certification the Office of Policy and Management (OPM) and the State Tax Collector’s Association is now requiring recertification and 50 hours of training, conferences, meetings and workshops over 5 years: it is required because of COVID-19 attendees must have both visual and audio capability.
- Through minimal budget increases maintain optimal efficient operation of the Tax Office due to statutory requirements and to continue with high collection rate.

Fiscal Year 2022 Goals:

- Continuously improve departmental processes and procedures in accordance with state statutes and city ordinances.
- Maximize efficiency in the office.
- Continue working with other departments regarding collecting of delinquent taxes and the withholding of permits, hiring/invoicing vendors, abatements, grants, etc. There are statutes and ordinances in place to assist with this.
- Through minimal budget increases maintain optimal efficient operation of the Tax office due to statutory requirements and to continue high collection rate.

Long Term Goals:

- To coordinate with billing software vendor, credit card vendor and IT to allow for paperless tax billing and notifications.
- To continue to work with DMV on taxpayer issues regarding clearances and registrations in real time.

Performance Measures

	Grand List 2017 Est. (in thousands)	Grand List 2018 Est. (in thousands)	Grand List 2019 Est. (in thousands)
Tax Levy	\$145,630	\$151,567	\$154,662
Amount Collected	\$143,725	\$149,429	\$152,440
Percentage Collected	99%	99%	99%

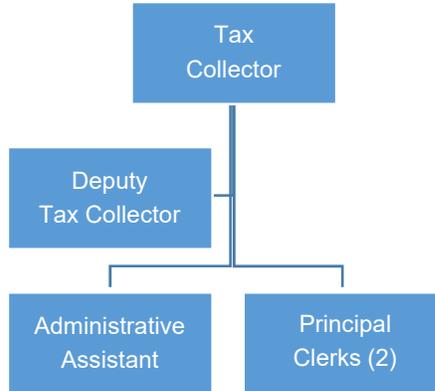
Online Credit Card Transaction by Month for the 2020 Calendar Year				
Month	Amount Collected		Month	Amount Collected
January	\$1,658,192.41		July	\$3,746,692.33
February	\$777,955.23		August	\$834,207.19
March	\$283,009.78		September	\$1,347,300.38
April	\$238,297.27		October	\$914,807.11
May	\$188,596.85		November	\$324,867.27
June	\$202,112.68		December	\$663,321.68

Type of Tax Bill	Number of Accounts
Real Estate	21,296
Personal Property	2,277
Motor Vehicle	52,041
Motor Vehicle Supplement	9,222
Total Bills	84,836

Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$289,044	\$304,560	\$321,610
Full Time Positions	5.5	5.5	5

Organizational Chart



Budget Highlights

0011016 TAX COLLECTOR

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$287,213	\$304,405	\$304,405	\$321,455	\$321,455
515100		OVERTIME	0	105	105	105	105
515200		PART TIME	1,831	0	0	0	0
517000		OTHER WAGES	0	50	50	50	50
TOTAL SALARIES			\$289,044	\$304,560	\$304,560	\$321,610	\$321,610
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$1,551	\$1,190	\$1,190	\$1,150	\$1,150
543000		REPAIRS AND MAINTENANCE	1,048	165	165	165	165
544400		RENTALS	364	365	365	390	390
553000		TELEPHONE	27	125	125	125	125
553100		POSTAGE	31,351	36,000	36,000	38,650	36,000
554000		TRAVEL REIMBURSEMENT	138	300	300	300	300
555000		PRINTING AND BINDING	22,432	25,000	25,000	27,200	27,200
557700		ADVERTISING	415	375	375	600	600
581120		CONFERENCES AND MEMBERSHIPS	389	395	395	495	495
581135		SCHOOLING AND EDUCATION	990	1,540	1,540	1,540	1,540
581150		ANNUAL BOND	1,997	2,060	2,060	2,060	2,060
TOTAL CONTRACTUAL SERVICES			\$60,702	\$67,515	\$67,515	\$72,675	\$70,025
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$430	\$430	\$430	\$430	\$430
569000		OFFICE SUPPLIES	298	300	300	300	300
TOTAL SUPPLIES AND MATERIALS			\$728	\$730	\$730	\$730	\$730
TOTAL TAX COLLECTOR			\$350,474	\$372,805	\$372,805	\$395,015	\$392,365

Purchasing

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

Service Narrative

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

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

Fiscal Year 2021 Goals and Accomplishments:

- City electricity contracts were set to expire in June 2021; having completed electricity load profile changes (e.g. fuel cell, merging of City and school accounts, inclusion of Water Department accounts, possible installation of a solar array on the landfill site, and adjustments for introduction of Memorial Boulevard School within the term of the contract), new contracts were recently secured for the period through June 2024.
- The City is making preparations toward a complete renovation of Bristol City Hall; the department finalized contracts for architects and construction managers, as well as other services necessary toward completion of designs.
- The City is replacing the bridge structure on Memorial Boulevard and is planning replacement of a bridge structure at Divinity Street; the Board of Education is replacing a wide variety of mechanical systems within school buildings via Alliance Grant funding. The Purchasing Department coordinated efforts to successfully secure contracts for completion of this work.
- The department continued to provide assistance to completion of renovations and improvements at the Memorial Boulevard IntraDistrict Arts Magnet School, with expected completion in spring 2022.
- The Munis system accommodates the creation of approval processes for work flows; the Purchasing Department has implemented departmental p-card processing via available work flow tools. This has allowed for greater efficiency within the Purchasing Department, and provides user departments the ability to more directly monitor their expenditures, without compromising controls necessary for a successful p-card program.
- In the interest of adapting to the pandemic environment, the Purchasing Department has successfully deployed an online bidding service called QuestCDN to alleviate direct contact in the competitive bidding process. There is a cost to bidders for submission of a bid via the platform, and reaction from vendors to the new program is mixed. The cost avoidance of this methodology is \$5,000 to \$7,000; some municipalities have contracted with similar services with significant annual licensing cost.
- Successfully implemented process receipt of digital proposal submissions for professional services, via an Exavault web service.

Summary of Fiscal Year 2021-2022 Budget:

- Generally, the budget for the Purchasing Department has no major adjustments in that there are no major staffing changes and no major project initiatives. Salary adjustments reflect contractual obligations with respective bargaining units.
- The Purchasing Department is actively working with Information Technology (IT) to implement direct digital transmission of purchase orders, reducing the need to print purchase orders, and subsequently reducing postage costs.

Fiscal Year 2022 Major Service Level Goals:

- The City is preparing to replace bridge structures at Jerome Avenue, at Mellen Street and at East Street, perform complete reconstruction of Wolcott Street, replace the Water and Sewer Department SCADA radio communications system, and restructure its special education transportation contracts. The Purchasing Department will coordinate efforts to successfully secure contracts for completion of these initiatives.
- Renovations to City Hall facility are expected to commence during fiscal year 2022, with construction bids issued in January 2022 and construction starting upon award of trade contracts. The Purchasing Department anticipates the application of resources toward the renovation or replacement of City Hall.

Long Term Goals

- Tyler Content Manager was deployed, with most of its use made within the Munis environment. The enterprise system has many capabilities that exceed current use; the Purchasing Department expects to be a key part in extension of its use into multi-disciplinary documents such as certificates of insurance and contracts.

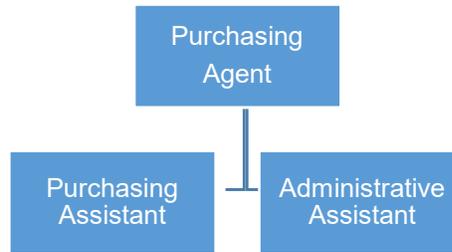
Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$207,235	\$213,395	\$218,470
Full Time Positions	3	3	3

Performance Measures

	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021
Total # of sealed bids issued:	139	128	125
Total # of Request for Proposals:	27	16	23
Total # of purchase orders issued:	6,627	6,116	5,167
Total value of purchase orders issued:	\$80,709,587	\$85,924,870	89,649,332

Organizational Chart



Budget Highlights

0011017 PURCHASING

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$207,235	\$213,395	\$213,395	\$218,470	\$218,470
TOTAL SALARIES			\$207,235	\$213,395	\$213,395	\$218,470	\$218,470
CONTRACTUAL SERVICES							
531140		TRAINING	\$172	\$300	\$300	\$400	\$400
543000		REPAIRS AND MAINTENANCE	0	100	100	100	100
553000		TELEPHONE	63	80	80	80	80
553100		POSTAGE	860	1,000	1,000	850	850
554000		TRAVEL REIMBURSEMENT	40	100	100	100	100
555000		PRINTING AND BINDING	0	900	900	900	900
557700		ADVERTISING	4,071	5,000	5,000	5,000	5,000
581120		CONFERENCES AND MEMBERSHIPS	910	950	950	950	950
581150		MISCELLANEOUS BOND EXPENSE	75	75	75	75	75
TOTAL CONTRACTUAL SERVICES			\$6,191	\$8,505	\$8,505	\$8,455	\$8,455
SUPPLIES AND MATERIALS							
569000		OFFICE SUPPLIES	\$348	\$350	\$350	\$350	\$350
TOTAL SUPPLIES AND MATERIALS			\$348	\$350	\$350	\$350	\$350
TOTAL PURCHASING			\$213,774	\$222,250	\$222,250	\$227,275	\$227,275

Comptroller's Office

Diane M. Waldron, Comptroller
 860-584-6130
 dianewaldron@bristolct.gov

Service Narrative

The Comptroller's Office is responsible for the accounting, budgeting, and financial reporting for the City, and includes the following activities: payroll and pension benefits, accounts payable for all funds within the City, debt service or payment of interest and principal on City borrowing, liability insurance coverage, administration of employee health benefits and general accounting for all City funds excluding the Water Department.

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 is a voting member of the City of Bristol General Government Retirement Board.

Fiscal Year 2021 Goals and Accomplishments:

- Responded to pandemic by developing and implementing procedures, forms and a timeline to track and account for COVID related costs for FEMA and State Coronavirus Relief funding. Responded to numerous Requests for Information (RFI) from FEMA to determine eligible expenses. To date received \$246,675 in FEMA funds and \$ 881,530 in Coronavirus Relief Funds.
- Worked with Police and Information Technology Departments to implement the Kronos timeclock system and assisted with review and coordination of implementation of Telestaff scheduling software that integrates with Kronos.
- Coordinated with Police Department improvements to Private Duty billing and implementation of online scheduling and credit card payments for services.
- Continued to receive the GFOA awards:
 - Certificate of Achievement for Excellence in Financial Reporting
 - Distinguished Budget Award
- Worked with consultant to perform review of defined contribution plans to incorporate cost effective options for employees and educate them on retirement savings. Coordinated review with employee union groups analysis of results and options. Savings to employees for recordkeeping services is approximately \$200K and for investment menu option changes an additional \$200K. Implementation is expected in Fall, 2021. Plan to coordinate similar process with the Board of Education for their employees.
- Developed and commenced implementation of a reorganization plan for the Comptroller and Treasurer offices. Through elimination of one full time position and review and update of job descriptions to realign job duties and responsibilities long term savings are anticipated. The plan, once fully implemented, will provide for back up in critical positions that is not currently in place.
- Initiated RFP process for Retirement Fund Investment Advisor.

Summary of Fiscal Year 2021-2022 Budget:

- The reorganization plan primarily impacts the wage accounts. Through elimination of 2 positions, creation of a new Payroll and Benefits Supervisor position and integration of operations with the Treasurer's Office, upgrades were possible for most positions due to increased duties and responsibilities. For 2021-2022 there will be no significant savings as there will be an overlap of the new Payroll and Benefits Supervisor to provide for adequate training before the Payroll and Pension Supervisor retires. Overall the full time wage account increased \$11,505 or 1.4%.

Fiscal Year 2022 Goals:

- Evaluate e-payment options with vendors.
- Complete reorganization, review of operational functions and re-alignment of job duties and responsibilities of Comptroller staff.
- Continue to identify efficiency improvements throughout department and other City departments as it relates to processing financial information and reporting.
- Continue to implement Tyler Content Manager (TCM) for document retention and storage.
- Perform review and update of key financial policies during budget process.

Long Term Goals:

- Continue to work with 10 year CIP and Strategic Planning Committee to develop long term capital improvement plan that meets the long term strategic planning objectives.
- Continue to provide financial analysis and long term financing projections to determine feasibility of projects on the City's finances.

Performance Measures

Quantitative:

Category	2018-2019	2019-2020	2020-2021
# of Invoices Paid	37,009	33,494	31,748
# of Payroll Checks and Direct Deposits	65,233	64,388	65,656

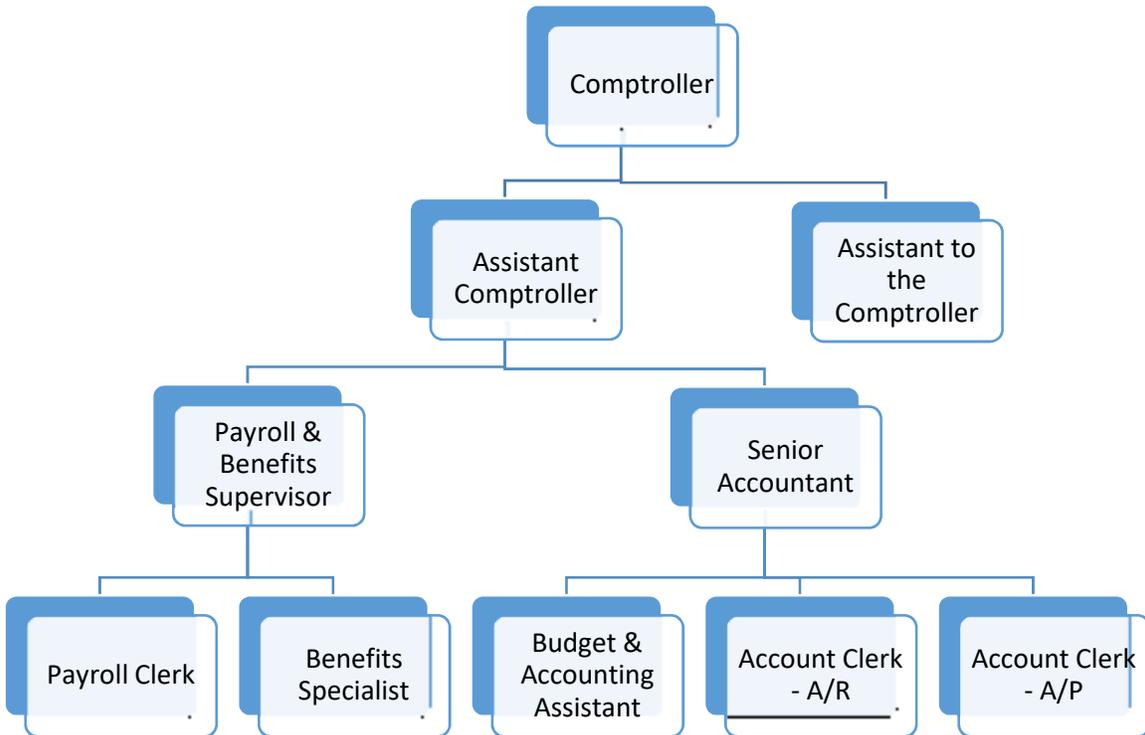
Qualitative:

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 GFOA budgetary guidelines.

Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$789,584	\$807,285	\$818,585
Full Time Positions	11	11	10

Organizational Chart



Budget Highlights

0011018 COMPTROLLER'S OFFICE

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$783,976	\$800,290	\$800,290	\$806,415	\$811,795
515100		OVERTIME	2,068	4,465	4,465	3,415	3,415
517000		OTHER WAGES	3,540	2,530	2,530	3,375	3,375
TOTAL SALARIES			\$789,584	\$807,285	\$807,285	\$813,205	\$818,585
CONTRACTUAL SERVICES							
543000		REPAIRS AND MAINTENANCE	\$0	\$200	\$200	\$200	\$200
544400		RENTALS	1,970	1,975	1,975	1,975	1,975
553000		TELEPHONE	37	50	50	50	50
553100		POSTAGE	1,308	2,000	2,000	2,000	2,000
554000		TRAVEL REIMBURSEMENT	36	400	400	400	400
555000		PRINTING AND BINDING	920	2,200	3,455	2,200	2,200
557700		ADVERTISING	1,510	1,800	1,800	1,800	1,800
561800	COVID	COVID PROGRAM SUPPLIES	123	0	0	0	0
581120		CONFERENCES AND MEMBERSHIPS	5,953	6,430	6,430	6,430	6,430
581150		MISCELLANEOUS BOND EXPENSE	220	220	220	220	220
TOTAL CONTRACTUAL SERVICES			\$12,077	\$15,275	\$16,530	\$15,275	\$15,275
SUPPLIES AND MATERIALS							
569000		OFFICE SUPPLIES	\$948	\$1,400	\$1,400	\$1,400	\$1,400
TOTAL SUPPLIES AND MATERIALS			\$948	\$1,400	\$1,400	\$1,400	\$1,400
TOTAL COMPTROLLER'S OFFICE			\$802,609	\$823,960	\$825,215	\$829,880	\$835,260

Treasurer

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

Service Narrative

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

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

Fiscal Year 2021 Goals and Accomplishments:

- Worked with banks to maximize interest income in an environment of falling rates.
- Continued to securely deposit City funds at the bank by enlisting Brink's Inc. to guarantee deposits are transported with no risk to the City or its employees.

- Continued to limit the City's short-term investment exposure to credit and custodial risk by utilizing a secured municipal account, AAA rated asset management investment pools and laddering CDs.
- Continued to provide various forms on the City's website for pensioners to change their state and federal tax withholding, as well as direct deposit and address changes.
- Continued to monitor bank fees and ensure that the City is charged the lowest rates possible for bank services.
- Worked with credit card vendors to determine the best options for city departments currently accepting or planning to accept electronic payment for services.
- Collected funds belonging to the City from the State of Connecticut Unclaimed Property Division.
- Monitored the Retirement Board's RFP for pension investment advisor services.

Summary of Fiscal Year 2021-2022 Budget:

- Manage city funds while ensuring the safety of principal, maintaining sufficient liquidity, and attaining a market rate of return in the current fiscal environment.
- Assume additional pension-related duties previously managed by the Comptroller's office
- Monitor any changes to the Retirement Board's pension investment advisor as a result of the RFP.

Fiscal Year 2022 Goals:

- Continue to review the City's banking services relationships by developing new connections with local financial institutions and improving upon existing associations to minimize banking costs and improve operational efficiency to maximize returns
- Continue to develop a liquidity fund to help manage payments of City pensions to beneficiaries in a manner that is more efficient and reduces the current demand on the core assets of the City's pension system
- The City's operational investment policy objectives and to continue to limit the City's short term investment exposure to credit and custodial risk through on-going evaluation and utilization of bank programs, pre-qualifying financial institutions, diversification of the investment portfolio and the use of asset management investment pools and fixed income managers
- Continue to manage the portfolio with the objective of exceeding the average of three-month U.S. Treasury Bill rates for the equivalent period. This index is considered a benchmark for near riskless investment transactions and, therefore, comprises a minimum standard for the portfolio's rate of return
- Continuously improve departmental processes and procedures to achieve an efficient flow of documents and work towards a paperless environment by increasing the use of tools such as: remote depositing, web-site communication, credit card payments, direct deposit, ACH/wiring of transactions and Tyler Content Manager to store information in accordance with State statute
- Finalize an Investment Policy Statement for the City's Other Post Employment Benefits (OPEB) fund

Long-Term Goals:

- Continue to maximize the interest income on liquid funds.

Performance Measures

	2018 No. of Retirees	Amount Paid	2019 No. of Retirees	Amount Paid	2020 No. of Retirees	Amount Paid
General City Retirement System	616	\$14,319,646	640	\$15,351,922	665	\$16,121,162
Firefighter's Benefit Fund	93	\$3,989,836	94	\$4,056,285	98	\$4,285,477
Police Benefit Fund	127	\$6,457,113	130	\$6,817,897	137	\$7,357,100
Total	836	\$24,766,595	864	\$26,408,119	900	\$27,763,739

	FY 18-19	FY 19-20	FY20-21
Number of 1099Rs Issued	856	887	919
Long-Term Debt Schedule			
Principal	\$6,450,000	\$7,200,000	\$7,635,000
Interest	\$2,974,632	\$3,473,338	\$3,812,831
Total Long-term Outstanding Debt	\$87,705,000	\$105,505,000	\$97,870,000
Bond Anticipation Notes Outstanding	\$0	\$0	\$0

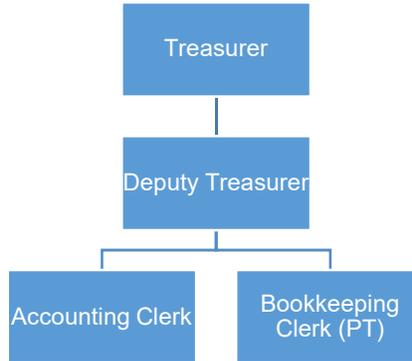
Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$116,116	\$133,375	\$141,320
Full Time Positions	2	2	2
Part Time Positions	2	2	2

A portion of 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 fund. The pension fund pays a percentage of the treasury and pension coordinator and bookkeeping clerk salaries, which properly aligns expenses with the fund.

The City's portfolio earned an average of 116 basis points (BP) on interest-bearing accounts for fiscal year 2020. This compares with the three-month U.S. Treasury Bill, which averaged 120 BP. The federal funds interest rate was reduced twice in March, 2020 by 50 BP and 100 BP, respectively, to a target range of 0 to 25 BP. The federal funds rate is the rate at which depository institutions lend reserve balances to other depository institutions overnight, and is considered to be a low risk to near risk-free rate to measure against. The federal funds interest rate is determined by the members of the Federal Open Market Committee.

Organizational Chart



Budget Highlights

0011019 TREASURER

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$106,430	\$110,265	\$110,265	\$116,850	\$116,850
515100		OVERTIME	0	0	0	970	970
515200		PART TIME	9,686	23,110	23,110	23,500	23,500
TOTAL SALARIES			\$116,116	\$133,375	\$133,375	\$141,320	\$141,320
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$4,065	\$3,865	\$3,865	\$3,995	\$3,995
553000		TELEPHONE	14	120	120	120	120
553100		POSTAGE	3,668	4,300	4,300	4,300	4,300
554000		TRAVEL REIMBURSEMENT	62	120	120	120	120
561800	COVID	COVID PROGRAM SUPPLIES	54	0	0	0	0
581120		CONFERENCES AND MEMBERSHIPS	368	410	410	265	265
581150		MISCELLANEOUS BOND EXPENSE	300	300	300	300	300
581400		BANK CHARGES	0	5,000	5,000	5,000	5,000
TOTAL CONTRACTUAL SERVICES			\$8,531	\$14,115	\$14,115	\$14,100	\$14,100
SUPPLIES AND MATERIALS							
569000		OFFICE SUPPLIES	\$677	\$550	\$550	\$550	\$550
TOTAL SUPPLIES AND MATERIALS			\$677	\$550	\$550	\$550	\$550
TOTAL TREASURER			\$125,324	\$148,040	\$148,040	\$155,970	\$155,970

Information Technology

Scott Smith, Chief Information Officer
 860-584-6275
 scottsmith@bristolct.gov

Service Narrative

The Information Technology (IT) department is supervised by the Chief Information Officer who manages the day-to-day operations of the department as well as oversees Information Technology for the Bristol Public Schools. In the City IT department there is a Network Manager, a Systems Applications Specialist two Technical Support Specialists, two Public Safety Technical Support Specialists and one Library Technical Support Specialist. The department is responsible for maintaining, monitoring and controlling the computer systems for City facilities as well as the network infrastructure for the City and Bristol Public Schools. Also, it maintains a web site that is available 24 hours a day, seven days a week. The site may be viewed at www.bristolct.gov

Fiscal Year 2021 Goals and Accomplishments:

- Assisted with work from home operation.
- Replaced desktops with laptops.
- Enhanced cybersecurity defense.
- Installed and configured door access system.

General Government

- Implemented vulnerability scanning.
- Installed wifi and cameras in parks.
- Continue collaboration with BOE Information Technology (IT).
- Started planning of City-wide fiber network.

Summary of Fiscal Year 2021-2022 Budget:

- Salary line item increased significantly due to the transfer of two positions from the Police Department budget to the IT budget. This is being done as part of a phased approach to bring all IT operations under one department.
- Increase in repairs and maintenance line item due to increases in annual support contracts.

Fiscal Year 2022 Goals:

- Replace City datacenter.
- Replace the BOE datacenters.
- Continue to work towards building a City-wide fiber network.
- Replace aging wired and wireless network infrastructure.
- Expand the use of Tyler Content Manager and Seamless Docs.

Long Term Goals:

- Make the City and BOE more efficient by finding ways we can share resources and standardize systems.

Performance Measures

Quantitative:

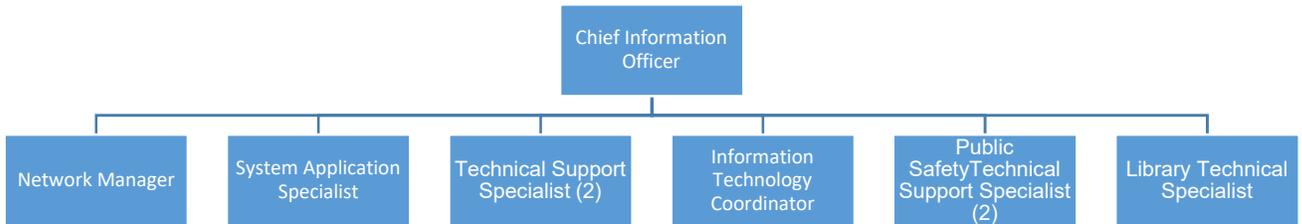
Breakdown of City's Computers			
Facility	# of Computers	Board of Education	# of Computers
City Hall	245	BOE Admin	1,830
Police Dept.	103	Bristol Central H.S.	2,432
Fire Dept.	23	Bristol Eastern H.S.	2,424
Main Library	96	Middle Schools/ K-8	<u>2,965</u>
Manross Library	18	Elementary Schools	<u>4,684</u>
Other	<u>104</u>		
Total:	589	Total:	14,335
Grand Total: 14,924			

Total Computers:		
FY 2019: 6,963	FY 2020: 11,961	FY 2021: 14,924

Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$527,653	\$548,690	\$789,295
Full Time Positions	6	6	9

Organizational Chart



Budget Highlights

0011020 INFORMATION TECHNOLOGY

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$527,653	\$548,440	\$548,440	\$717,215	\$789,045
515100		OVERTIME	0	250	250	250	250
TOTAL SALARIES			\$527,653	\$548,690	\$548,690	\$717,465	\$789,295
CONTRACTUAL SERVICES							
531140		TRAINING	\$4,813	\$10,000	\$10,000	\$10,000	\$10,000
543000		REPAIRS AND MAINTENANCE	534,791	492,195	492,195	550,900	550,900
543010		FIBER LINE	1,050	5,000	5,000	5,000	5,000
543110		MAJOR COMPUTER EQUIPMENT REPAIRS	2,724	2,000	2,000	2,000	2,000
553000		TELEPHONE	43,524	49,100	49,100	49,100	49,100
554000		TRAVEL REIMBURSEMENT	862	1,000	1,000	1,000	1,000
581120		CONFERENCES AND MEMBERSHIPS	2,068	7,950	7,950	8,000	8,000
TOTAL CONTRACTUAL SERVICES			\$589,832	\$567,245	\$567,245	\$626,000	\$626,000
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$9,108	\$8,000	\$8,000	\$8,000	\$8,000
561800	COVID	COVID PROGRAM SUPPLIES	23,575	0	0	\$0	\$0
TOTAL SUPPLIES AND MATERIALS			\$32,683	\$8,000	\$8,000	\$8,000	\$8,000
TOTAL INFORMATION TECHNOLOGY			\$1,150,168	\$1,123,935	\$1,123,935	\$1,351,465	\$1,423,295

Human Resources

Mark Penney, Human Resources Director
860-584-6175
markpenney@bristolct.gov

Service Narrative

The major function of the Human Resources Department is to provide city departments with the human resources necessary to provide efficient, quality service to the taxpayers of the City of Bristol. The department administers and coordinates the city's personnel and labor relations activities.

In addition to being responsible for negotiating, administering, and interpreting labor contracts, the department provides a myriad of services including processing employment applications, recruiting, interviewing applicants, and hiring. The department also represents the city at grievances, mediation sessions, and in arbitration and unfair labor practice hearings before the State Board of Labor Relations and the State Board of Mediation and Arbitration. The department administers entry level, lateral, and promotional testing, and personnel records are maintained for city employees from date of hire to separation.

The Claims Division of the Human Resources Department administers worker's compensation and liability claims. The division is also responsible for maintaining compliance with state or federal OSHA statutes and safety programs.

Fiscal Year 2021 Goals and Accomplishments:

- Implemented and managed new commercial driver license (CDL) Clearinghouse requirements for driver queries in compliance with DOT rules and regulations.
- Coordinated and administered numerous promotional testing processes for the Police and Fire departments.
- Implemented new employee leave laws relative to the COVID-19 pandemic; stayed abreast of ongoing changes in protocols associated with such leaves.

Summary of Fiscal Year 2021-2022 Budget:

- Increase in budget is all salary driven due to wage increase

Fiscal Year 2022 Goals:

- Negotiate successor agreements with three bargaining units.
- Continue to review positions/vacancies and make recommendations for efficiencies, restructuring, and consolidation as appropriate.
- Revise current process for internal job postings for BPSA, non-bargaining, Local #233 and Local #1338 to be managed via Frontline online recruitment program.

Long Term Goals:

- Increase ethnic diversity of applicants by establishing new reach out methods.
- Develop and implement enhanced testing processes.
- Explore computer-based training options.

Performance Measures

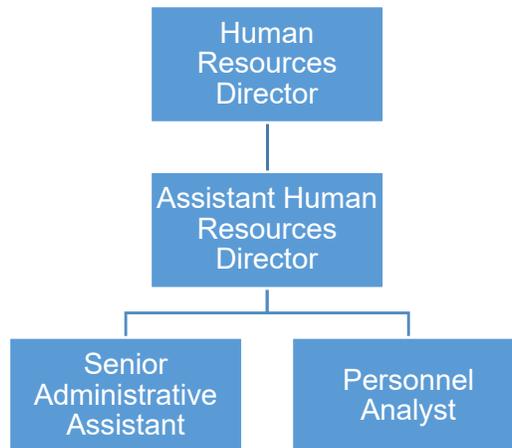
Quantitative:

Activity	Calendar 2018 Actual	Calendar 2019 Actual	Calendar 2020 Actual
Number of OSHA reportable Workers Compensation Claims	83	94	100
Lost Time Days	1,346	1,383	1421
Grievances heard	9	9	21
Employees hired (excluding seasonal and temporary)	31	34	58

Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$334,825	\$345,770	\$359,600
Full Time Positions	4	4	4

Organizational Chart



Budget Highlights

0011021 HUMAN RESOURCES

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$331,912	\$342,960	\$342,960	\$349,375	\$356,780
515100		OVERTIME	1,531	1,400	1,400	1,410	1,410
517000		OTHER WAGES	1,382	1,385	1,410	1,410	1,410
TOTAL SALARIES			\$334,825	\$345,745	\$345,770	\$352,195	\$359,600
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$37,861	\$34,500	\$111,635	\$38,000	\$38,000
531140		TRAINING	459	5,000	5,000	5,000	5,000
531145		APPLITRAK	4,212	4,510	4,485	4,850	4,850
553000		TELEPHONE	47	100	100	100	100
553100		POSTAGE	594	1,000	1,000	1,000	1,000
554000		TRAVEL REIMBURSEMENT	20	200	200	200	200
555000		PRINTING AND BINDING	0	600	600	600	600
557700		ADVERTISING	6,196	13,000	13,204	7,000	7,000
581120		CONFERENCES AND MEMBERSHIPS	835	1,000	1,000	1,000	1,000
581135		SCHOOLING AND EDUCATION	2,640	10,000	10,000	10,000	10,000
TOTAL CONTRACTUAL SERVICES			\$52,864	\$69,910	\$147,224	\$67,750	\$67,750
PROFESSIONAL SERVICES							
531300		PRE-EMPLOYMENT EXAMINATIONS	\$8,383	\$7,000	\$12,000	\$8,500	\$8,500
TOTAL PROFESSIONAL SERVICES			\$8,383	\$7,000	\$12,000	\$8,500	\$8,500
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$2,330	\$3,855	\$3,855	\$3,855	\$3,855
569000		OFFICE SUPPLIES	792	1,000	1,000	1,000	1,000
TOTAL SUPPLIES AND MATERIALS			\$3,122	\$4,855	\$4,855	\$4,855	\$4,855
TOTAL HUMAN RESOURCES			\$399,194	\$427,510	\$509,849	\$433,300	\$440,705

Corporation Counsel

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

Service Narrative

The Corporation Counsel's Office is the legal department for the City of Bristol. The part-time corporation counsel is supported by a staff comprising two full-time assistant corporation counsels, one part-time assistant corporation counsel, one full time legal administrator, and one part time legal administrative assistant. The legal department also is supported by specially appointed corporation counsels whose firms are engaged for specific matters. These matters may involve referrals to handle specialized areas of the law (e.g. environmental, labor relations, taxation), or the referral is made because of an ethical conflict of interest between the in-house staff and the adverse party. The Corporation Counsel's Office appears for and protects the rights of the City of Bristol in all civil actions, suits or proceedings affecting the City or any of its departments, officers, agencies, boards or commissions.

The attorneys are the legal advisors to the Mayor, City Council, and all City officials, boards and commissions in all matters affecting the City, and upon request, furnishes these City officials with formal opinions on any questions of law involving their respective powers and duties. The office also prepares and approves instruments, including contracts, real estate deeds and easements, to which the City is a party.

Fiscal Year Ending 2021 Goals and Accomplishments:

- Provided legal support to amend the Code of Ordinances in order to implement the Charter Revisions approved by the voters in 2019. The amendments included but were not limited to the consolidation of water and sewer operations, and the merger of the City's general, police and fire pensions.
- Provided legal advice and support to the city council and mayor to consolidate certain City departments, staff positions and functions to improve efficiencies and reduce costs.

- Provided legal support for site plan modifications and enhancements to the Memorial Boulevard Intradistrict Arts Magnet School project, including the acquisition of additional off-site parking on adjoining private property through the successful negotiation and final execution of a long-term lease agreement.
- Provided critical legal guidance to the zoning commission for its successful handling of a highly controversial land use application amid charges of pre-judgment and bias.
- Played a significant role pursuing the collection of fines and penalties related to land use, building code, housing code, blight ordinance violations, and police-related collection matters (e.g., alarm fees, parking fines).
- Administered the Municipal Citation Program including tracking citations issued, coordinating citation hearings, reducing unpaid citations to judgment in the Superior Court, placing judgment liens on available properties and enforcement of judgments and priorities.
- Successfully concluded the legal agreements necessary to correlate parking violations and fines with DMV registrations for better enforcement and collection.
- Successful in winning a significant appeal that challenged the legality of municipal regulation of congregate housing (so-called “boarding houses”).
- Worked closely with the tax collector to accomplish a high real estate tax collection rate, and with the assessor, to successfully oppose several attempts to undervalue taxable property located in the City.
- Handled a multitude of day-to-day requests for legal assistance from the mayor, council, and department managers, many of which involved personnel and other attorney-client privileged matters.
- Provided oversight and in-house management of on-going and significant Workers Compensation liabilities, and other claims, and played an integral part in resolving significant heart and hypertension claims with full and final settlements in the best interests of the City.

Summary of Fiscal Year 2021-2022 Budget:

- Past practice allowed the City’s expenditures for legal matters to be spread across several department budgets. Present practice now has consolidated those budgets within the Corporation Counsel budget, resulting in more unified oversight and control of outside counsel costs by the corporation counsel.
- A significant challenge when planning for the Corporation Counsel budget is the unpredictability of completely new claims and litigation. The budget plan anticipates major challenges that could require significant expenditure of fees for experts and outside counsel with particular expertise.
- The on-going complex litigation involving the mechanical systems at Greene Hills School is one significant legal challenge. This matter had been scheduled for trial in late June of 2020. However, because of the COVID-19 pandemic, the court has scheduled the trial tentatively for late in the calendar year 2021. Significant funding will be necessary to prosecute this high-value contractual dispute should this matter proceed to trial during this fiscal year.
- Continue oversight of efforts involving the artificial turf fields at the high schools. Corporation Counsel has brought this matter close to resolution without resort to litigation, but changes in parties’ attitudes and willingness to participate in a full and complete resolution may still require additional city legal resources.
- Remain vigilant to opportunities to help other departments avoid issues that can result in litigation. The City also continues to experience a reduction in the number of conflicts of interest that otherwise would have required outside legal counsel.

Fiscal Year 2021-2022 Goals:

- Maintain ongoing litigation support to outside counsel involved in the Greene Hills School construction dispute to maximize the City’s odds of being compensated. This will require continued settlement efforts or a jury trial.
- Continue efforts to achieve needed repairs to the artificial field turf fields at the high schools and close out that file.
- Provide the legal support needed for conveyance of additional parcels of the City-owned property at Centre Square and the Southeast Bristol Business Park when called upon by Economic and Community Development.
- Continue legal assistance in the ongoing construction project to redevelop Memorial Boulevard School into the new intradistrict arts magnet school. The project includes a new, community theater (Rockwell Theater). Corporation Counsel will provide support to a tax exempt 501(c)(3) corporation which will serve as a booking and fundraising arm for the Rockwell Theater.
- Provide legal support to the efforts of the Charter Revision Commission that was organized in January 2020 and will meet throughout the better part of 2021. This will require Corporation Counsel to provide extensive consultation to ensure that the Commission’s report is formalized and prepared for inclusion on the 2021 electoral ballot.
- Successfully resist additional tax appeals involving commercial properties, ensuring that they will be processed and set for litigation, if necessary.
- Provide legal research and support to the various City departments involved with solar-based electrical generation projects that are being proposed within the City.
- Provide legal support to the various city departments involved with efforts to remediate the former Sessions Factory on Riverside Avenue, a long-standing brownfields property, back to productive use.
- Continue to provide guidance and assistance to the mayor in efforts to achieve economies in terms of the City’s energy costs and the delivery of city services.
- Complete the acquisition of open space on Shrub Road known as Pigeon Hill.
- Resolve heart and hypertension Workers Compensation claims which have been requested for close out.

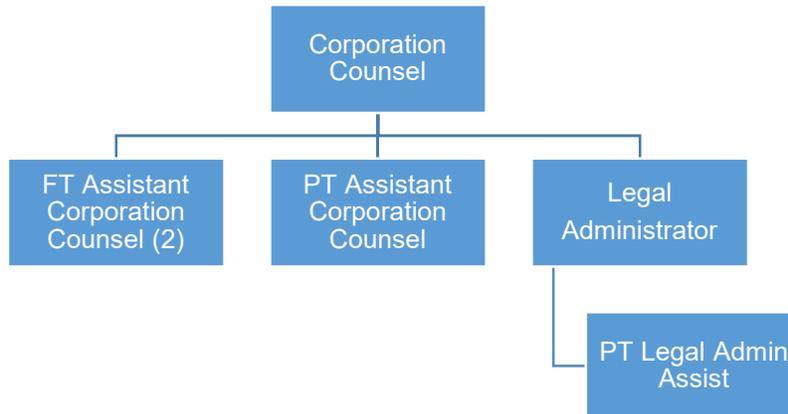
Long Term Goals:

- Our overarching long-term goal: To deliver high quality legal services and support to the mayor, council and city departments while maintaining high ethical standards, and make wise use of outside legal firms and support professionals when needed.

Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$435,706	\$449,015	\$458,835
Full Time Positions	3	3	3
Part Time Positions	3	3	3

Organizational Chart



Budget Highlights

0011022 CORPORATION COUNSEL

OBJECT	OBJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$336,865	\$345,785	\$345,785	\$329,455	\$335,490
515200		PART TIME	97,341	103,230	103,230	123,345	123,345
517000		OTHER WAGES	1,500	0	0	0	0
TOTAL SALARIES			\$435,706	\$449,015	\$449,015	\$452,800	\$458,835
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$195,451	\$155,000	\$325,000	\$325,000	\$155,000
531000	14021	PROFESSIONAL FEES AND SERV-REVAL	18,150	10,000	140,000	140,000	10,000
543000		REPAIRS AND MAINTENANCE	0	100	100	100	100
553000		TELEPHONE	26	150	150	150	150
553100		POSTAGE	339	500	500	500	500
554000		TRAVEL REIMBURSEMENT	760	1,500	1,500	1,500	1,500
581120		CONFERENCES AND MEMBERSHIPS	750	900	900	900	900
581135		SCHOOLING AND EDUCATION	900	2,000	2,000	2,000	2,000
TOTAL CONTRACTUAL SERVICES			\$216,376	\$170,150	\$470,150	\$470,150	\$170,150
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$11,871	\$16,000	\$16,000	\$16,000	\$16,000
569000		OFFICE SUPPLIES	668	800	800	800	800
TOTAL SUPPLIES AND MATERIALS			\$12,539	\$16,800	\$16,800	\$16,800	\$16,800
TOTAL CORPORATION COUNSEL			\$664,621	\$635,965	\$935,965	\$939,750	\$645,785

Town and City Clerk

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

Service Narrative

The 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 Town and City Clerk’s Office is responsible for numerous public records such as land records, vital statistics, election results, dog licenses, meeting notices and agendas, City Council and Joint Meeting records and minutes, litigation records concerning the City, worker’s compensation claims, Justice of the Peace lists, military discharge records, lists of current members of all commissions, boards, and all elected and appointed officials in Bristol, and

bonding packages and contracts in the City. It is also the custodian of the Town, City, and Registrar of Vital Statistics seals.

The Office processes and records all legal instruments relating to real estate within the City and certifies recorded documents and collects conveyance taxes for the City and the State. During fiscal year 2020-2021 conveyance tax revenue reached historic highs, exceeding the budget by approximately \$1,000,000. As part of land transaction recording, there are other fees collected including capital improvement project funds for the City, affordable housing/open farmland and historic preservation funds for the State.

Bristol has a hospital which generates considerable vital statistic related activity. Due to the COVID-19 pandemic burial and cremation transactions increased starting in March, 2020 and continued through the 2020-2021 fiscal year. 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 the Joint Meeting. 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. Connecticut Governor Lamont enacted numerous Executive Orders during the pandemic that changed the way meetings and agendas were handled. Meetings were held by web ex or Zoom, partially in-person or remote. The Town Clerk's Office managed the changes and informed departments of new protocols.

There are other duties involving the Town Clerk's Office which include issuing itinerant vendors, 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.

The Town Clerk is the agent for service of the City and processes all lawsuits, claims, notices of intent, ethics complaints, and housing code appeals. 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.

Bristol City Hall re-opened to the public in July, 2020 during the COVID pandemic. Customer activity was high which was challenging, but the Office maintained service in a timely manner. New procedures were instituted to maintain the health and safety of the staff. In addition, a benefit of the new procedures was the evaluation of office processes. Some of the new processes, such as appointments for marriage licenses will be permanently adopted as they are more efficient for the staff.

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 2021 Goals and Accomplishments:

- Completed and wrote a State grant for conversion of the land record indexes to electronic format from 1847 through 1882 consisting of approximately 1,165 oversize pages. This project is part of a long term goal to scan all indexes back to 1785. All land record images beginning in 1785 starting with Volume 1 have already been scanned.
- Instituted and managed the process for expedited processing of vital records through LexisNexis VitalChek. The program was started in January, 2021.
- E-recorded 3,191 land record documents in the past year. This is a 24% increase from the previous year's e-recordings. The pandemic was a factor in the increase of e-recordings.
- Administered and managed the absentee ballot process. The office was responsible for the printing of more than 52,000 poll and absentee ballots and the issuance of more than 11,000 absentee ballots during the November 2020 election. This was an unprecedented volume, more than five and a half times the typical number issued in a Presidential election. The Town Clerk's Office hired two temporary employees for the August primary and eight temporary employees for the November election. Hiring additional staff required updating computer wiring in the adjacent building, creating office space, providing desks, chairs and supplies, and purchasing bar scanners and printers. Assistance was provided by the IT, Human Resources, and Public Works Departments. Despite last-minute changes in the election laws due to the pandemic, the election was a success which was a monumental achievement.
- Applied for and received a \$37,336 grant from the Center for Tech and Civic Life to defray the additional costs of the absentee ballot processing for the election. The grant also contributed \$787 toward the overtime costs in the Registrars of Voters' office.
- Managed the notification and administration of oaths to 176 Justices of the Peace elected in 2020-2021.
- Continued to provide Town Clerk services to the public during the COVID pandemic. Coordinated and planned the procedures for the public to access the Town Clerk's office after the building reopened in early July. Some town halls, such as West Hartford only recently re-opened to the public in 2021.
- Managed the increase in land recording volume and historic total of conveyance tax revenue.
- Coordinated the installation of shelving in the land record vault.
- Provided assistance to the Charter Revision Commission and administered timelines.

Summary of Fiscal Year 2021-2022 Budget:

- Decrease in expenditures due to efficiencies undertaken in the office, despite increased customer activity, with the exception of contractual salary increases.
- The Town Clerk's office is always searching for ways to decrease costs, increase revenues, or improve service timeliness. The office is one of the more technologically advanced Town Clerk offices in Connecticut. Since many of the records are available electronically, the public had access during the pandemic. This resulted in more efficient service requiring fewer staff than towns of similar size and workflow.
- Management of the final timelines and advertising for Charter Revision.

Fiscal Year 2022 Goals:

- Facilitate and manage the scanning and linking of the Online Index Books (OIB) indexes from 1785-1847. This is one of the remaining indexes to be scanned.
- Continue to facilitate and manage the State death registry which was postponed by the Department of Public Health from December 2019 to an anticipated roll-out in September, 2021. Training and system installation will occur prior to implementation, most likely in the summer of 2021.
- Continue the planning process to expand the Town Clerk vault space as part of the anticipated renovation of City Hall. The Town Clerk is a member of the Project Team concerning the renovation of City Hall.

General Government

- The office will temporarily move to other commercial space at some time in the spring of 2022. This will require an inventory of the municipal records, transporting essential records to vault space near the staff, and relocation of other records to facilities for temporary storage.
- The Connecticut Voter Registry System will be updated in the summer of 2021. Training will be provided by the State to staff in July, 2021.

Long-Terms Goals:

- Facilitate and manage the scanning and linking of the remaining OIB indexes from 1785 through 1847. This will complete the long term goal over the next two or three fiscal years.
- Institute, plan, and manage a records management program to handle disaster recovery, and current and future needs for the storage, retention, and management of all municipal records in the City.

Performance Measures

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

Number of Transactions

Category	2019	2020	2021
Dog Licenses	2,395	2,095	2,321
Sporting Licenses	12 handicapped	12 handicapped	0
Burial and Cremation Permits	916	1,027	979
Vital Statistics Copies (estimated)	7,855	7,493	7,698
Marriage Licenses	204	183	223
Trade Name Certificates	116	92	131
Documents Notarized (estimated)	925	890	705
Liquor Permits	73	65	52
Notary Certificates	170	113	171
Land Record Documents	9,234	9,590	11,178

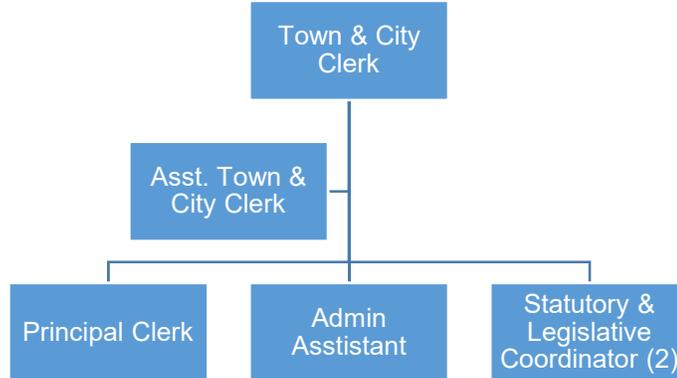
Value of Transactions

Category	2019	2020	2021
Merchandising Licenses	\$0	\$500	\$0
Burial Permits	4,580	5,135	4,895
Recording Fees	264,746	283,222	427,643
Real Estate Conveyance Transfers	986,937	1,043,238	1,867,921
Dog Licenses	5,688	6,030	5,652
Marriage Licenses	3,060	2,745	3,345
Historic Preservation	13,800	12,204	13,948
Copies	48,166	47,531	50,362
Vital Statistics	134,496	124,772	130,824
Miscellaneous Fees (Notary, Liquor)	21,350	21,422	19,396
Total	\$1,482,823	\$1,546,811	\$2,523,986

Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$403,830	\$410,840	\$420,515
Full Time Positions	6	6	6

Organizational Chart



Budget Highlights

0011023 TOWN AND CITY CLERK

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$401,883	\$408,840	\$408,840	\$413,535	\$418,515
515100		OVERTIME	1,947	2,000	2,000	2,000	2,000
TOTAL SALARIES			\$403,830	\$410,840	\$410,840	\$415,535	\$420,515
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$41,568	\$53,800	\$53,800	\$53,300	\$53,300
543000		REPAIRS AND MAINTENANCE	168	400	400	400	400
553000		TELEPHONE	27	50	50	50	50
553100		POSTAGE	4,858	5,500	5,500	5,500	5,500
554000		TRAVEL REIMBURSEMENT	88	250	250	250	250
555000		PRINTING AND BINDING	4,193	5,300	5,300	5,100	5,100
557700		ADVERTISING	3,685	4,000	4,000	4,000	4,000
581120		CONFERENCES AND MEMBERSHIPS	925	980	980	980	980
581135		SCHOOLING AND EDUCATION	455	625	625	625	625
TOTAL CONTRACTUAL SERVICES			\$55,967	\$70,905	\$70,905	\$70,205	\$70,205
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$169	\$250	\$250	\$250	\$250
569000		OFFICE SUPPLIES	1,420	1,800	1,800	1,700	1,700
TOTAL SUPPLIES AND MATERIALS			\$1,589	\$2,050	\$2,050	\$1,950	\$1,950
TOTAL TOWN AND CITY CLERK			\$461,386	\$483,795	\$483,795	\$487,690	\$492,670

Board of Finance

John E. Smith, Chairperson
Comptroller's Office: 860-584-6127

Service Narrative

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

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

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

Fiscal Year 2021 Goals and Accomplishments:

- Board of Finance adopted estimated 2021-2022 budget on April 27, 2021.
- Board of Finance and City Council formally adopted 2021-2022 budget in a Joint Board Meeting held May 25, 2021.
- Held each monthly meeting with a quorum.

Summary of Fiscal Year 2021-2022 Budget:

- The \$1,700 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.

Fiscal Year 2022 Goals:

- Adopt the estimated budget for 2022-2023 by April 26, 2022.
- Hold all monthly meetings with a quorum.
- Review all budgetary requests for the most favorable results for the taxpayers of Bristol.

Budget Highlights

0011024 BOARD OF FINANCE			2020	2021	2021	2022	2022
OBJECT	PROJECT	DESCRIPTION	ACTUAL EXPENDITURE	ORIGINAL BUDGET	REVISED BUDGET	BUDGET REQUEST	APPROVED BUDGET
SALARIES							
515100		OVERTIME	\$1,437	\$1,700	\$1,700	\$1,700	\$1,700
TOTAL SALARIES			\$1,437	\$1,700	\$1,700	\$1,700	\$1,700
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$63,500	\$84,200	\$84,200	\$85,380	\$85,380
TOTAL CONTRACTUAL SERVICES			\$63,500	\$84,200	\$84,200	\$85,380	\$85,380
TOTAL BOARD OF FINANCE			\$64,937	\$85,900	\$85,900	\$87,080	\$87,080

City of Bristol, Connecticut
Board of Finance

 <p>Ellen Zoppo-Sassu Mayor</p>	 <p>John Smith Chairperson</p>	 <p>Orlando Calfe Vice Chairperson</p>
 <p>Ron Burns Commissioner</p>	 <p>Glenn Heiser Commissioner</p>	 <p>Jon Mace Commissioner</p>
 <p>Dave Maikowski Commissioner</p>		 <p>Marie O'Brien Commissioner</p>

Housing Code Board of Appeals

Service Narrative

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			2020	2021	2021	2022	2022
OBJECT	PROJECT	DESCRIPTION	ACTUAL EXPENDITURE	ORIGINAL BUDGET	REVISED BUDGET	BUDGET REQUEST	APPROVED BUDGET
SALARIES							
515100		OVERTIME	\$435	\$420	\$420	\$420	\$420
		TOTAL SALARIES	\$435	\$420	\$420	\$420	\$420
CONTRACTUAL SERVICES							
553100		POSTAGE	\$22	\$40	\$40	\$40	\$40
		TOTAL CONTRACTUAL SERVICES	\$22	\$40	\$40	\$40	\$40
		TOTAL HOUSING CODE BOARD OF APPEALS	\$457	\$460	\$460	\$460	\$460

Department of Aging

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

Service Narrative

The Department of Aging provides Bristol’s senior citizens aged 55 and older (15% of the population) with a wide variety of programs and services aimed at promoting health, recreation, socialization, independence and aging with dignity. Seniors can take advantage of the many services offered at the Beals Senior-Community Center (Senior Center), which include a daily lunch program, dental and foot care services and social service assistance. Additionally, the Senior Center offers many recreational activities, including a billiards parlor, woodworking shop, ceramics, art, fitness classes, weekly dances, and several classes including computers courses. Other activities available at the Senior Center include: a coffee shop, a library, a boutique and a fitness room. There are many opportunities for seniors to volunteer throughout the year. The Executive Director also serves as the Municipal Agent for the Elderly.

The Department’s main focus is providing services to seniors. The Director of the Department also has a responsibility to the tenants housed in the complex, which include the Bristol Burlington Health District, Bristol Board of Education Pre-School and the Region 19 Probate Court.

Services and Activities

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

Fiscal Year 2021 Goals and Accomplishments:

- VCT floor tiles replaced in September 2020.

Summary of Fiscal Year 2021-2022 Budget:

- This year's budget shows an increase of 5% mainly due to union contract/salary increases, meal deliveries due to pandemic and economic forecasts.
- Any maintenance projects are being addressed through the City of Bristol Building Committee to include:
 - Renovation of the main office counter area to make it handicapped accessible.
 - Gutter replacement

Fiscal Year 2022 Goals:

- Complete renovation of the main office counter area to make it handicapped accessible.
- Reopen Senior Center after COVID-19 restrictions have been lifted and bring back all programming and activities to pre-pandemic levels.

Long Term Goals:

- Work with Public Works to identify additional parking options for the Senior Center.
- Assess gym roof to determine and plan for future maintenance needs.

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, general health and end of life issues with social security and funeral homes.

The Senior Center 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.

General Government

On March 13, 2020 the Bristol Senior Center closed to all activities except for Meals on Wheels and the Congregate Lunch Program due to the COVID-19 pandemic. The decrease in attendees is a reflection of only being able to offer limited programming and services from July 1, 2020 through May 19, 2021. We did offer the vaccine at the Senior Center on Wednesdays from January – April, 2021 which reflects the higher numbers in Health Services attendees.

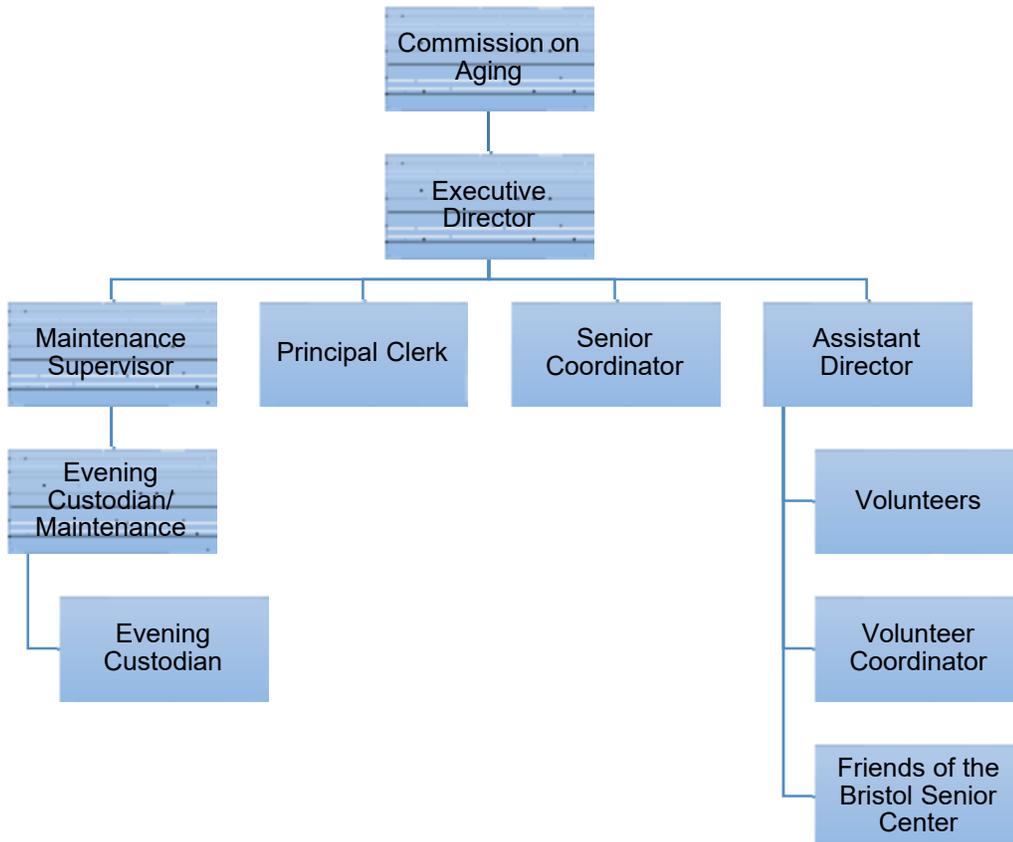
Programs	2019 Attendees	2020 Attendees	2021 Attendees
Classes	2,371	1,292	498
Activities	39,027	27,768	10,937
Health Services	2,326	1,548	4,075
Social Services	35,388	35,145	33,759
Special Events/Seminars	5,477	3,055	1,330

New Members	2017	2018	2019	2020	2021
	431	357	359	302	116

Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$446,214	\$447,483	\$501,290
Full Time Positions	7	7	7

Organizational Chart



Commission Members

Expiration of Term

Dino Bossi, Chairperson	03/2023
Larry Zbikowski, Vice Chairperson	03/2023
Cathy Duck, Commissioner	03/2023
Sheila Herens, Commissioner	03/2022
George Irving, Commissioner	03/2024
Christine Leigh, Commissioner	03/2024
Delores Richer, Commissioner	03/2022
Scott William Rosado, City Council Liaison	11/2021

Budget Highlights

0011027 DEPARTMENT OF AGING

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$412,763	\$426,435	\$436,468	\$459,075	\$459,075
515100		OVERTIME	15,787	21,800	21,800	22,395	22,395
517000		OTHER WAGES	17,664	19,215	19,215	19,820	19,820
TOTAL SALARIES			\$446,214	\$467,450	\$477,483	\$501,290	\$501,290
CONTRACTUAL SERVICES							
541000		PUBLIC UTILITIES	\$99,582	\$105,000	\$105,000	\$105,000	\$105,000
541100		WATER AND SEWER CHARGES	4,217	4,400	4,400	4,400	4,400
543000		REPAIRS AND MAINTENANCE	6,019	7,000	7,000	7,000	7,000
553000		TELEPHONE	1,709	1,610	1,610	1,810	1,810
553100		POSTAGE	1,540	1,540	1,540	1,570	1,570
554000		TRAVEL REIMBURSEMENT	1,161	1,400	1,400	2,000	2,000
581120		CONFERENCES AND MEMBERSHIPS	470	500	500	500	500
585028		BCO- DIAL-A-RIDE PROGRAM	55,444	70,160	70,160	70,160	70,160
585028	21G01	BCO/ADM	0	0	57,275	0	0
TOTAL CONTRACTUAL SERVICES			\$170,142	\$191,610	\$248,885	\$192,440	\$192,440
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES	\$11,751	\$12,000	\$12,000	\$12,000	\$12,000
561800		PROGRAM SUPPLIES	5,767	6,000	6,000	6,000	6,000
561800	COVID	COVID PROGRAM SUPPLIES	3,537	0	0	0	0
562200		NATURAL GAS	29,808	35,000	35,000	35,000	35,000
562300		GENERATOR FUELS	761	0	0	1,000	1,000
569000		OFFICE SUPPLIES	846	850	850	850	850
TOTAL SUPPLIES AND MATERIALS			\$52,470	\$53,850	\$53,850	\$54,850	\$54,850
TOTAL DEPARTMENT OF AGING			\$668,826	\$712,910	\$780,218	\$748,580	\$748,580

City Memberships

Service Narrative

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

Budget Highlights

0011030 CITY MEMBERSHIPS			2020	2021	2021	2022	2022
OBJECT	PROJECT	DESCRIPTION	ACTUAL EXPENDITURE	ORIGINAL BUDGET	REVISED BUDGET	BUDGET REQUEST	APPROVED BUDGET
CONTRACTUAL SERVICES							
531001	CCM		41,894	41,895	41,895	41,895	41,895
531002	NVCOG		30,151	33,660	33,660	31,060	31,060
531003	FARMINGTON RIVER WATERSHED		3,871	4,325	4,325	4,325	4,325
TOTAL CONTRACTUAL SERVICES			\$75,916	\$79,880	\$79,880	\$77,280	\$77,280
TOTAL CITY MEMBERSHIPS			\$75,916	\$79,880	\$79,880	\$77,280	\$77,280

Community Promotions

Service Narrative

The Community Promotions funding provides program grants to non-profit organizations within the City. The Mum Festival and Forestville Memorial Day Parades are supported with Community Promotions funding. Other promotional events throughout the City of Bristol are sponsored by this budget.

Budget Highlights

0011034 COMMUNITY PROMOTIONS			2020	2021	2021	2022	2022
OBJECT	PROJECT	DESCRIPTION	ACTUAL EXPENDITURE	ORIGINAL BUDGET	REVISED BUDGET	BUDGET REQUEST	APPROVED BUDGET
OTHER/MISCELLANEOUS							
581730	MUM FEST		\$50,000	\$15,000	\$15,000	\$50,000	\$40,000
581770	MAYOR'S COMMUNITY PROMOTIONS		15,003	25,000	49,995	25,000	25,000
TOTAL OTHER/MISCELLANEOUS			\$65,003	\$40,000	\$64,995	\$75,000	\$65,000
TOTAL COMMUNITY PROMOTIONS			\$65,003	\$40,000	\$64,995	\$75,000	\$65,000

Committees, Boards and Commissions

Service Narrative

The Committees, Boards and Commissions overtime line item covers the recording secretaries for miscellaneous committees, boards and commissions within the City for but not limited to the following: American Rescue Plan Task Force, Board of Ethics, Cemetery Commission, Charter Revision Commission, Arts and Culture Commission, Commission for Persons with Disabilities, F.O.I Commission, Opioid Task Force, Diversity Council, Energy Commission, Ordinance Committee, Real Estate Committee and Transportation Commission.

Budget Highlights

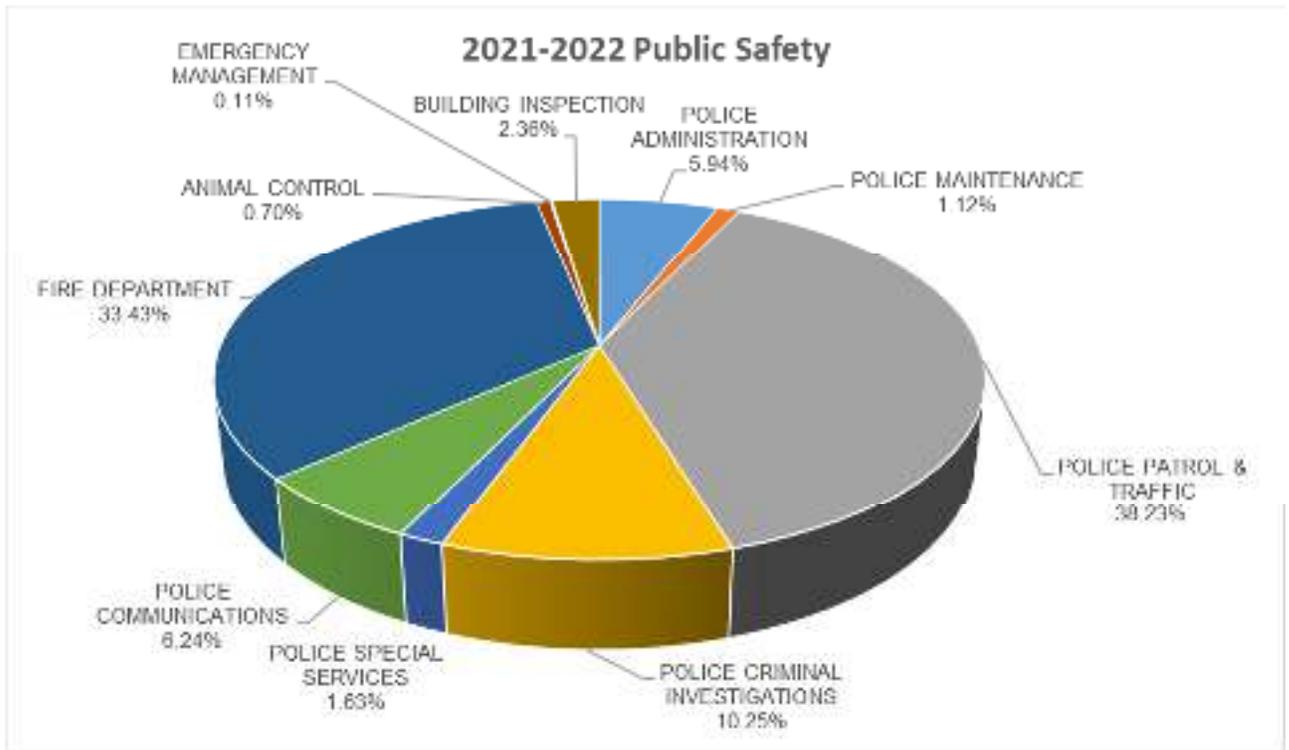
0011041 BOARDS AND COMMISSIONS			2020	2021	2021	2022	2022
OBJECT	PROJECT	DESCRIPTION	ACTUAL EXPENDITURE	ORIGINAL BUDGET	REVISED BUDGET	BUDGET REQUEST	APPROVED BUDGET
SALARIES							
515100		OVERTIME	\$5,929	\$6,000	\$6,000	\$6,300	\$6,300
		TOTAL SALARIES	\$5,929	\$6,000	\$6,000	\$6,300	\$6,300
CONTRACTUAL SERVICES							
561800		POSTAGE	\$7	\$50	\$50	\$50	\$50
		TOTAL CONTRACTUAL SERVICES	\$7	\$50	\$50	\$50	\$50
		TOTAL BOARDS AND COMMISSIONS	\$5,936	\$6,050	\$6,050	\$6,350	\$6,350



Public Safety

2021-2022 BUDGET GENERAL FUND EXPENDITURE SUMMARY FOR PUBLIC SAFETY

ORGCODE	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
0012110	POLICE ADMINISTRATION	\$1,321,500	\$1,462,160	\$1,471,899	\$2,128,755	\$1,644,785
0012111	POLICE MAINTENANCE	257,017	308,975	312,655	319,995	308,995
0012112	POLICE PATROL & TRAFFIC	10,013,978	10,195,110	10,196,654	11,082,055	10,580,880
0012113	POLICE CRIMINAL INVESTIGATIONS	2,542,640	2,706,460	2,706,698	2,851,915	2,836,915
0012114	POLICE SPECIAL SERVICES	1,296,491	450,000	450,000	450,000	450,000
0012115	POLICE COMMUNICATIONS	1,650,906	1,655,220	1,767,300	1,727,665	1,727,665
0012211	FIRE DEPARTMENT	8,691,294	9,143,245	9,172,986	9,570,355	9,250,635
0012312	ANIMAL CONTROL	180,322	182,270	182,270	192,495	192,495
0012413	EMERGENCY MANAGEMENT	19,695	27,000	30,000	30,000	30,000
0012615	BUILDING INSPECTION	587,081	639,365	641,505	652,475	652,475
TOTAL PUBLIC SAFETY		\$26,560,924	\$26,769,805	\$26,931,967	\$29,005,710	\$27,674,845



Police Department

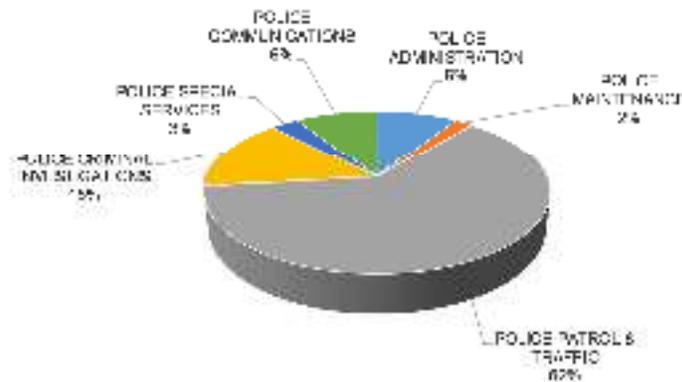
Chief Brian Gould
 131 North Main Street
 860-584-3091
 briangould@bristolct.gov



2021-2022 BUDGET GENERAL FUND EXPENDITURE SUMMARY FOR POLICE DEPARTMENT

ORGCODE	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
0012110	POLICE ADMINISTRATION	\$1,321,500	\$1,462,160	\$1,471,899	\$2,128,755	\$1,644,785
0012111	POLICE MAINTENANCE	257,017	308,975	312,655	319,995	308,995
0012112	POLICE PATROL & TRAFFIC	10,013,978	10,195,110	10,196,654	11,082,055	10,580,880
0012113	POLICE CRIMINAL INVESTIGATIONS	2,542,640	2,706,460	2,706,698	2,851,915	2,836,915
0012114	POLICE SPECIAL SERVICES	1,296,491	450,000	450,000	450,000	450,000
0012115	POLICE COMMUNICATIONS	1,650,906	1,655,220	1,767,300	1,727,665	1,727,665
TOTAL POLICE DEPARTMENT		\$17,082,532	\$16,777,925	\$16,905,206	\$18,560,385	\$17,549,240

POLICE DEPARTMENT SUMMARY



Bristol Police Department Mission Statement:

“To Protect and Serve the Community with Integrity and Professionalism.”

Our goal is to deliver the very best police services and improve the quality of life for residents, business owners and visitors to the City of Bristol.

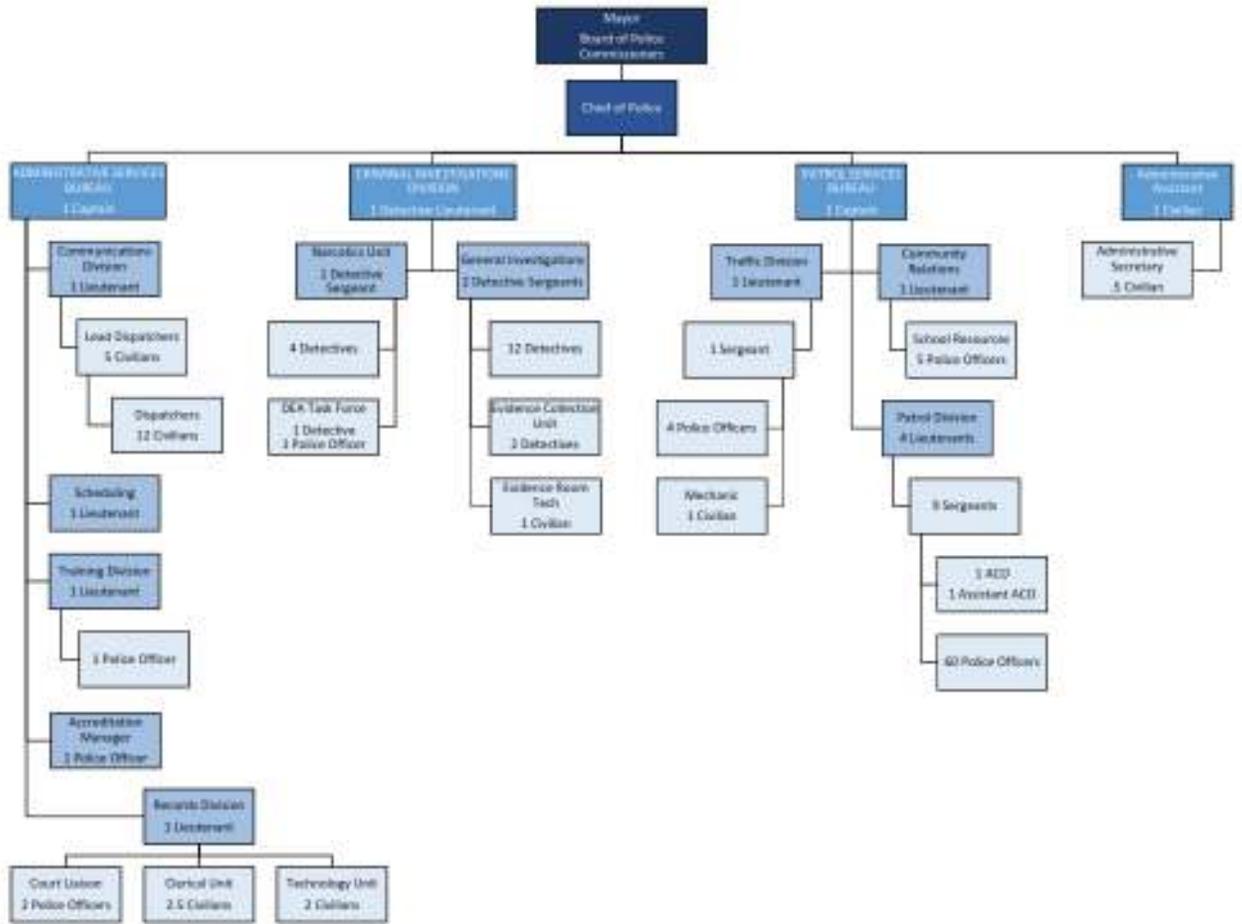
Summary of Fiscal Year 2021-2022 Budget:

There are numerous challenges both external and internal that impact the desire to reach our goals. External factors include political environment, unfunded mandates that arise from legislation, new laws, crime, technology, community expectations, funding, etc. Internal factors include staffing, equipment, training, etc. Bottom line is that the police are expected to handle more and more every day and the challenge is to ensure that resources are sufficient. The Bristol Police Department is no different than what other police departments are facing and responding to. The following trends currently impact and will continue to impact the Bristol Police Department:

- Police and community relationships/partnerships.
- Policy and oversight.
- Technology/social media.
- Officer training/education.
- Officer safety/wellness.
- Operations – budget cuts, hiring/retention.
- Civil litigation.
- Mental health issues.
- Opiate crisis.
- Terrorism.
- Cybercrime.
- Crime prevention/reduction.
- Police accountability law.



Organizational Chart



Board of Police Commissioners

Chairman Ellen Zoppo-Sassu, Mayor
 Commissioner Kevin Fuller
 Commissioner Rory Ghio
 Commissioner Paul Lemieux
 Commissioner Terry Lewis
 Commissioner Gloria Smith
 Commissioner Rosado

Term Expires

11/21
 12/22
 12/21
 12/21
 12/23
 12/21
 11/21

Police Department - Administration

Deputy Chief of Administration Stephen Tavares

860-584-3092

stephentavares@bristolct.gov



Service Narrative

The Deputy Chief of Administration oversees the following:

- Professional Standards/Training Division - This Division is involved in the entry level police officer recruiting and hiring process from the testing process through the academy basic training program. The Division then manages the field training program which all academy graduates are required to successfully complete. All officers receive ongoing training throughout their career; all of which is coordinated through this division.
- Accreditation Division - Since 2014 the Bristol Police Department (BPD) has been State of Connecticut Tier 1 accredited. In 2019, the BPD was awarded Tier 2 Accreditation. In 2021, the BPD was awarded Tier 3 (final tier) Accreditation. The accreditation process requires the BPD to maintain hundreds of records to establish compliance and maintain accreditation status. The record collection, organization and maintenance is managed through this office.
- Records Division - The three person records staff manages payroll, police reports, parking tickets, and freedom of information requests.
- Communications Division - Public Safety Dispatchers.

Fiscal Year 2021 Goals and Accomplishments:

- Increased community policing philosophy throughout all sectors of the Police Department despite COVID-19 and civil unrest.
- Increased community interaction and partnerships in spite of difficult economic times. The Police Department continued partnerships supporting youth programs such as the Cadet program, Intern program, Ed Beardsley Challenger Little League program, School Readiness, Anti-Bullying (Meet A Police Officer) program, "Little Libraries" program, and Youth Mentoring as well as Neighborhood Watch programs. Special Olympics, City of Bristol's Recovery Alliance (C.O.B.R.A.), B.E.S.T.-4-BRISTOL, BPD Toy Drive, Bristol United Way Food Share program, and Community Health Center of Bristol COVID-19 testing.
- Worked with City IT for card key access to schools is in progress.
- Access to City Hall surveillance is in progress.
- Obtained grant funding to assist in furthering the Police Department's mission.
- Effectuated title change of Captain to Deputy Chief to better reflect leadership structure.
- Increased staffing, hiring 9 Police Officers.
- Created an internet exchange zone for residents.
- Conducted Drug Take Back events.
- Expanded recruiting efforts.
- Increased social media platform.

- Operational pivot to adjust to COVID-19 pandemic.

Fiscal Year 2022 Goals:

- Improve staffing levels to better serve the public and to reduce overtime expenditures.
- Maintain the state accreditation process.
- Maintain the highest level of public service via consistent professional job performance and training of employees.
- Maintain communication and a positive image with community groups and the public.
- Remain up to date with current software and hardware by monitoring emerging trends in the industry.
- Create an internal Peer Support and Wellness Team.
- Continue internal Crisis Intervention Team training to properly respond to mental health crisis.
- Attach a civilian Crisis Intervention Technician to the BPD.
- Continue body worn camera and electronic control device program.
- As the downtown revitalization project continues to evolve, the Police Department will continue to work closely with other City departments to ensure public safety needs are met.
- Comply with the new Police accountability law. Examples:
 - Add to body worn camera program.
 - Install dashboard cameras in police vehicles.
 - Drug testing for sworn officers.
 - Mental health screening for sworn officers.

Long Term Goals:

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



Police Department - Records Division and Technology Unit



Service Narrative

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

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

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

Fiscal Year 2021 Goals and Accomplishments:

- Issued new Body Worn Camera (BWC) to officers
- Installed new servers
- Installed school cameras in dispatch.
- Issued new ID cards for all PD employees.
- Installed cell extender for cruisers in basement.

Public Safety

- Installed new Samsara GPS for police cruisers.
- Implemented Seamless Docs for PD forms.
- Updated computer inventory.

Fiscal Year 2022 Goals:

- Migrate Police Department domain to city domain.
- Finish access card rollout.
- Install new security camera system.
- Install new cruiser ticket printers.
- Install new Mobil Data Terminals (MDTs).
- Implement Axon Record Management System (RMS) and Computer Aided Dispatch (CAD).
- Convert more forms to Seamless Docs.
- Implement new network switches.
- Implement Live-scan digital fingerprinting.
- Implement a Criminal Justice Information Services (CJIS) audit.
- Implement Kronos and Telestaff workforce management system.

Long Term Goals:

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

Performance Measures

Quantitative:

	2016	2017	2018	2019	2020
Murder	1	1	0	0	0
Rape	11	12	7	8	11
Robbery	23	25	29	21	33
Aggravated Assault	22	22	26	23	23
Burglary	184	145	140	113	110
Larceny	660	752	705	604	534
Motor Vehicle Theft	110	127	124	106	125
Arson	0	6	2	1	0

Parking Tickets

	FY17	FY18	FY19	FY20	FY21
Tickets Issued	2,445	1,728	3,176	2,602	2,065
Amount Collected	\$58,270	\$41,685	\$82,910	\$78,145	\$61,020

Arrest Warrant Report

Public Safety

	2016	2017	2018	2019	2020
Misdemeanors	492	507	418	397	290
Felonies	289	401	301	244	196
Total Warrants Served	781	908	719	641	486

Alarm Collections

	FY17	FY18	FY19	FY20	FY21
Alarm Fines Collected	\$11,430	\$15,555	\$19,995	\$16,200	\$25,020
Unpaid Fines	\$19,015	\$16,045	\$8,820	N/A*	N/A*
Alarms Responded to	1,568	1,650	2,139	1,816	1,714

*Starting FY20 we are no longer reporting.

Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$792,027	\$835,595	\$719,800
Full time Positions	10	10	8

Budget Highlights

0012110 POLICE ADMINISTRATION

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$786,594	\$812,130	\$821,420	\$697,245	\$705,625
515100		OVERTIME	5,433	10,425	10,425	10,425	10,425
517000		OTHER WAGES	0	3,750	3,750	3,750	3,750
TOTAL SALARIES			\$792,027	\$826,305	\$835,595	\$711,420	\$719,800
CONTRACTUAL SERVICES							
522100		CLOTHING ALLOWANCE- LOCAL 754	\$135,019	\$178,570	\$178,570	\$178,250	\$178,250
522300		UNION CONTRACT RESPONSIBILITY	0	200	200	\$200	200
531000		PROFESSIONAL FEES AND SERVICES	24,190	30,060	30,060	\$28,075	28,075
531050		TEST FEES	0	1,750	1,750	\$19,375	19,375
541000		PUBLIC UTILITIES	24,774	26,000	26,000	\$26,000	26,000
542140		REFUSE	33	225	225	\$175	175
543000		REPAIRS AND MAINTENANCE	103,295	111,155	111,155	\$307,565	380,645
544400		RENTS AND LEASES	1,551	8,975	9,424	\$8,975	8,975
553000		TELEPHONE	30,049	33,000	33,000	\$33,000	33,000
553100		POSTAGE	4,816	3,000	3,000	\$4,000	4,000
554000		TRAVEL REIMBURSEMENT	81	100	100	\$100	100
555000		PRINTING AND BINDING	3,835	4,000	4,000	\$4,000	4,000
562300		GENERATOR FUEL	0	0	0	\$0	0
581120		CONFERENCES AND MEMBERSHIPS	4,185	6,130	6,130	\$6,350	6,350
581135		SCHOOL AND EDUCATION	47,954	82,160	82,160	\$82,160	82,160
TOTAL CONTRACTUAL SERVICES			\$379,782	\$485,325	\$485,774	\$698,225	\$771,305
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$134,936	\$145,530	\$145,530	\$148,680	\$148,680
561800	COVID	PROGRAM SUPPLIES	\$10,444	\$0	\$0	\$0	\$0
569000		OFFICE SUPPLIES	4,311	5,000	5,000	5,000	5,000
TOTAL SUPPLIES AND MATERIALS			\$149,691	\$150,530	\$150,530	\$153,680	\$153,680
CAPITAL OUTLAY							
579999		EQUIPMENT	\$0	\$0	\$0	\$565,430	\$0
TOTAL CAPITAL OUTLAY			\$0	\$0	\$0	\$565,430	\$0
TOTAL POLICE ADMINISTRATION			\$1,321,500	\$1,462,160	\$1,471,899	\$2,128,755	\$1,644,785

Police Department - Maintenance



Service Narrative

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

Fiscal Year 2021 Goals and Accomplishments:

- Worked alongside the Traffic Division of the Bristol Police Department in deploying cones and signage for the United Way Farmer's To Families Food Drive during the pandemic.
- Continued to assist with Fleet maintenance and repair.
- Maintained signage, signal lights and cross walks throughout the city.
- Ordered four portable trailer style digital signs.
- Received estimate from a contractor for recommended repairs to the city traffic signals.

Fiscal Year 2022 Major Service Goals:

- To ensure public safety, continue to maintain traffic control signals and signs throughout the city.
- Complete recommended repairs to the city traffic signals utilizing city personnel in order to reduce cost.
- Cross train personnel at Public Works with traffic signal repair.
- Continue to maintain traffic/pedestrian safety at community events such as festivals and food shares.
- Maintain and repair the fleet.

Long Term Goals:

- Continue to replace aging equipment in traffic control boxes.
- Continue to replace and repair signage throughout the city.

Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$63,010	\$79,475	\$78,995
Full time Positions	1	1	1

Budget Highlights

0012111 POLICE MAINTENANCE

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$52,068	\$66,205	\$66,205	\$67,695	\$67,695
515100		OVERTIME	9,701	12,000	12,000	14,000	10,000
517000		OTHER WAGES	1,241	1,270	1,270	1,300	1,300
TOTAL SALARIES			\$63,010	\$79,475	\$79,475	\$82,995	\$78,995
CONTRACTUAL SERVICES							
543100		MOTOR VEHICLE SERVICE AND REPAIRS	\$50,846	\$60,000	\$63,680	\$65,000	\$60,000
TOTAL CONTRACTUAL SERVICES			\$50,846	\$60,000	\$63,680	\$65,000	\$60,000
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES	\$6,317	\$12,000	\$12,000	\$12,000	\$12,000
562600		MOTOR FUELS	109,941	131,000	131,000	127,000	125,000
563100		TIRES, TUBES, CHAINS, ETC	18,962	19,000	19,000	20,500	20,500
570400		TRAFFIC EQUIPMENT	7,941	7,500	7,500	12,500	12,500
TOTAL SUPPLIES AND MATERIALS			\$143,161	\$169,500	\$169,500	\$172,000	\$170,000
TOTAL POLICE MAINTENANCE			\$257,017	\$308,975	\$312,655	\$319,995	\$308,995

Police Department – Patrol and Traffic

Deputy Chief of Operations Richard Guerrero

860-584-3020

richardguerrera@bristolct.gov



Service Narrative

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

The Deputy Chief of Operations oversees the following:

- Patrol Division.
- Community Relations and Internal Investigations - This includes administrative oversight of the Youth Division and school resource officers. This office also attends many community meetings to maintain relationships with the citizens we serve. All internal investigations are done within this office also.
- Traffic Division.
- Animal Control.

The basic Patrol Division duties and responsibilities are:

- Deter crime and arrest criminal offenders.
- Protect and serve the community.
- Keep peace.
- Provide round-the-clock patrols of the city.
- Be first responders to calls for service.
- Enforce criminal laws, city ordinances and motor vehicle laws.
- Provide assistance, information or referrals if needed.
- Represent a positive and professional image of the City of Bristol.
- Promote trust, cooperation and respect for the Bristol Police Department within the community.
- Conduct preliminary investigations at accidents and crime scenes.

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

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

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

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

The basic Traffic Division duties and responsibilities include:

- Supervise the motorcycle unit.
- Perform daily traffic law enforcement duties by conducting visible radar enforcement singularly or in conjunction with Patrol Division.
- Identify traffic safety issues in local neighborhoods and serve as the Legal Traffic Authority within the City.
- Recommend traffic improvements that enhance safety for motorists and pedestrians.
- Coordinate public awareness campaigns and educational programs in conjunction with our state and federal partners.
- Utilize the speed trailer as a traffic-calming device and review the data.
- Develop traffic plans for special events.
- Conduct periodic inspections of roadways which have a high accident frequency to facilitate safety improvements.
- Maintain and replace regulatory signs as needed.
- Maintain and certify certain traffic equipment.

Public Safety

- Perform other duties related to the department's traffic safety programs as required by the Chief of Police, including but not limited to researching grant opportunities and technology to enhance traffic safety in the community.

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

Fiscal Year 2021 Goals and Accomplishments:

- Continued mountain bike patrols/walking beats in downtown and City parks in spite of difficult economic times and staffing issues.
- Enhanced public safety by enforcement of motor vehicle laws and traffic safety. The Police Department recognizes the quality of life issues that are attached to issues such as serious traffic accidents, DUI, speeding, and road design.
- Installed traffic detection devices at intersections to improve traffic flow.
- Participation in police parades and Operation Safe Roads.

Fiscal Year 2022 Goals:

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

Long Term Goals:

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

Performance Measures

Quantitative:

Accident and Motor Vehicle Enforcement	2016	2017	2018	2019	2020
Accident Reports	1,843	1,914	2,163	2,303	1,894
Property Damage Accidents	1,414	1,507	1,894	1,974	1,678
Injury Accidents	424	401	260	255	214
Fatal Accidents	5	5	2	2	3
Arrests Motor Vehicle	3,137	2,539	1,503	1,101	617
Written Warnings	2,649	2,249	1,284	1,452	754



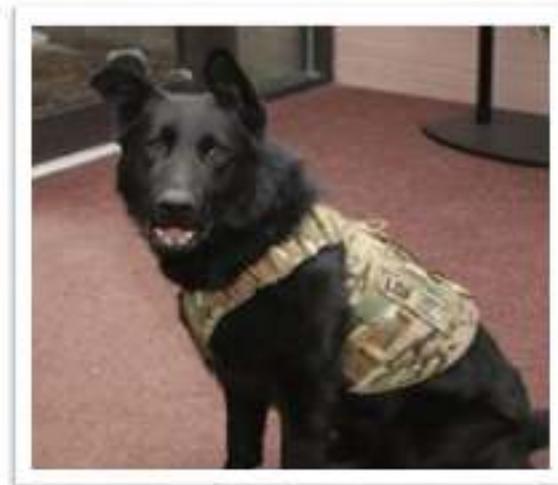
Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$10,013,978	\$10,196,654	\$10,580,880
Full time Positions	96	95	95

Budget Highlights

0012112 POLICE PATROL & TRAFFIC

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$7,434,891	\$7,831,910	\$7,833,454	\$8,182,055	\$8,005,880
515100		OVERTIME	1,643,172	1,623,400	1,623,400	2,000,000	1,725,000
515100	COVID	OVERTIME	125,174	0	0	0	0
517000		OTHER WAGES	810,741	739,800	739,800	900,000	850,000
TOTAL SALARIES			\$10,013,978	\$10,195,110	\$10,196,654	\$11,082,055	\$10,580,880
TOTAL POLICE PATROL & TRAFFIC			\$10,013,978	\$10,195,110	\$10,196,654	\$11,082,055	\$10,580,880



Police Department - Criminal Investigation

Detective Lieutenant Michael Duval
860-314-4560
michaelduval@bristolct.gov



Service Narrative

The Criminal Investigation Division (CID) is comprised of 19 Detectives, three Detective Sergeants and one Detective Lieutenant, who is the commander of the Division. In addition, there is one civilian assigned to CID as the Evidence and Property Technician. CID is divided into four different units: General Investigations, Cyber Crime Unit (CCU), Narcotics Enforcement Team (NET) and Evidence Collection Unit (ECU). The main function of CID is to provide investigative assistance on cases that cannot be fully investigated by the uniformed patrol officer. This allows the patrol officer to return to regular duties and community policing initiatives sooner while enhancing the quality of the investigations. Detectives assigned to CID have received specialized training in specific areas of criminal investigation. CID investigations include burglaries, robberies, serious assaults, sexual assaults, untimely or suspicious deaths, murders, arsons, computer crimes, vice and illegal drug activity, crimes against children, frauds and missing persons.

Fiscal Year 2021 Goals and Accomplishments:

- Received additional training and technology to assist in the solving of crimes and assist in informational based policing.

Fiscal Year 2022 Goals:

- Create a Crime Suppression/Vice Unit to work in conjunction with the Narcotics Enforcement Team (NET). This new unit would take volunteers from the patrol force to work with NET and be supervised by the detective sergeant assigned to NET. This can only be accomplished with full staffing.
- Continue to provide additional training to detectives so that they can become specialists in specific areas of investigation such as child sexual assault, sexual assault, financial crimes, computer crimes, identity theft and arson.

Long Term Goals:

- Increase the staffing levels in CID. With the increasing number of complex investigations more detectives are needed to meet the needs of the community.
- Create at least one new civilian position to process pistol permit, peddlers, solicitors and canvasser's permits. This person could also take over the bingo, raffle and bazaar permits. This will allow us to further streamline the process while allowing us to reassign a detective to focus on criminal investigation.

Public Safety

- Create a crime scene processing team to include patrol officers and detectives with an interest and aptitude for this type of work. The selected volunteers for this team will receive advanced training in this area. They will be utilized to process the more complicated crime scenes. The team concept will provide a wider pool of investigators to be called in to process scenes. We will strive to achieve the training and expertise to process all major crime scenes and no longer have to rely on an outside agency.
- Provide additional training to detectives so that they can become specialists in specific areas of investigation such as Child Sexual Assault, Sexual Assault, Financial Crimes, Identity Theft and Arson.

Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$2,542,640	\$2,706,460	\$2,836,915
Full time Positions	22	23	23

Budget Highlights

0012113 POLICE CRIMINAL INVESTIGATIONS			2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
OBJECT	PROJECT	DESCRIPTION					
SALARIES							
514000		REGULAR WAGES	\$1,895,529	\$2,041,960	\$2,042,198	\$2,098,100	\$2,098,100
515100		OVERTIME	438,673	479,500	479,500	518,815	518,815
517000		OTHER WAGES	208,438	185,000	185,000	235,000	220,000
TOTAL SALARIES			\$2,542,640	\$2,706,460	\$2,706,698	\$2,851,915	\$2,836,915
TOTAL POLICE CRIMINAL INVESTIGATIONS			\$2,542,640	\$2,706,460	\$2,706,698	\$2,851,915	\$2,836,915

Police Department - Special Services



Service Narrative

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

Public Safety

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

The revenues received exceed the costs associated with the services provided. The revenue side can be found within the "Budget Summaries" section of this document.

Budget Highlights

0012114 POLICE SPECIAL SERVICES			2020	2021	2021	2022	2022
OBJECT	PROJECT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	BUDGET	APPROVED
SALARIES			EXPENDITURE	BUDGET	BUDGET	REQUEST	BUDGET
515118		POLICE SPECIAL SERVICES	\$1,296,491	\$450,000	\$450,000	\$450,000	\$450,000
		TOTAL SALARIES	\$1,296,491	\$450,000	\$450,000	\$450,000	\$450,000
		TOTAL POLICE SPECIAL SERVICES	\$1,296,491	\$450,000	\$450,000	\$450,000	\$450,000

Police Department – Communications



Service Narrative

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

Fiscal Year 2021 Goals and Accomplishments:

- Obtained full staffing, through the hiring of two new tele-communicators.
- Received training in quality assurance.

Fiscal Year 2022 Goals:

- Maintain full staffing.
- Install new scheduling software.
- Improve or reduce ambient noise in dispatch.
- Provide customer service training to staff.

Long Term Goals:

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

Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$1,453,568	\$1,503,475	\$1,570,460
Full time Positions	17.5	18	18

Performance Measures

	2016	2017	2018	2019	2020
Number of 911 Calls	23,860	24,962	24,013	22,846	21,635
Calls for Service	52,447	50,284	50,411	48,776	47,030

Budget Highlights

0012115 POLICE COMMUNICATIONS

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$1,038,333	\$1,157,825	\$1,157,825	\$1,184,460	\$1,184,460
515100		OVERTIME	259,495	255,650	255,650	266,000	266,000
515100	19023	OVERTIME	6,785	0	0	0	0
515100	COVID	OVERTIME	27,796	0	0	0	0
515200		PART TIME	5,978	0	0	0	0
517000		OTHER WAGES	115,181	90,000	90,000	120,000	120,000
TOTAL SALARIES			\$1,453,568	\$1,503,475	\$1,503,475	\$1,570,460	\$1,570,460
CONTRACTUAL SERVICES							
522100		CLOTHING ALLOWANCE	\$7,595	\$9,180	\$9,180	\$9,150	\$9,150
531000		PROFESSIONAL FEES	7	100	100	2,895	2,895
531000	19024	PROFESSIONAL FEES	22,369	0	0	0	0
531140		TRAINING	2,773	0	14,853	0	0
541000		PUBLIC UTILITIES	17,628	18,000	18,000	18,000	18,000
543000		REPAIRS AND MAINTENANCE	75,593	85,710	85,710	85,595	85,595
553000		TELEPHONE	4,830	5,000	5,000	6,300	6,300
554000		TRAVEL REIMBURSEMENT	403	500	500	500	500
555000		PRINTING AND BINDING	22	100	100	100	100
562300		GENERATOR FUEL	0	1,250	1,925	3,025	3,025
570920		CAPITAL	11,210	30,620	127,172	30,620	30,620
581120		CONFERENCES AND MEMBERSHIPS	0	385	385	120	120
TOTAL CONTRACTUAL SERVICES			\$142,430	\$150,845	\$262,925	\$156,305	\$156,305
SUPPLIES							
561800	19023	PROGRAM SUPPLIES	\$51,816	\$0	\$0	\$0	\$0
561800	19024	PROGRAM SUPPLIES	2,585	0	0	0	0
561800	COVID	PROGRAM SUPPLIES	79	0	0	0	0
569000		OFFICE SUPPLIES	428	900	900	900	900
TOTAL SUPPLIES			\$54,908	\$900	\$900	\$900	\$900
TOTAL POLICE COMMUNICATIONS			\$1,650,906	\$1,655,220	\$1,767,300	\$1,727,665	\$1,727,665



Fire Department

181 North Main Street
(860) 584-7964

Bristol Fire Department Mission Statement:

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

Service Narrative

The Bristol Fire Department has had the honor and privilege of providing fire and rescue services to the City of Bristol for over 167 years. The firefighters and staff are dedicated to providing the highest level of services to the City, its citizens and visitors in the most efficient manner by using the most current practices of emergency service delivery. This is accomplished by attending advanced training and through the use of state-of-the-art equipment.

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

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

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

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

Fiscal Year 2021 Goals and Accomplishments:

- Received an Assistance to Firefighters Grant (AFG) award for Phase I of the Fire Officer training initiative occurred in fall 2020 to train company officers to nationally accepted standards. Additional classes have been scheduled with the Fire Academy, and training will continue in 2021.
- Completed the mechanical/electrical renovations of original equipment at Fire Headquarters to provide adequate heating and air conditioning to the vintage 1963

- building. This included replacement of mechanical systems, the renovation of the kitchen, and the replacement of the failing overhead doors on the apparatus bay.
- Adjusted to pandemic response and protocols for all fire operations.

Summary of Fiscal Year 2021-2022 Budget:

- The most significant change in this year's budget request reflects a 1.5% increase in the Salary line item; as well as an increase in Other Wages to reflect a new on call system with the Fire Marshal's office.
- The 2021-2022 budget also presents a new account structure, collapsing and combining several smaller object codes for more efficient and transparent purchasing and procurement processes.
- Including wages, the bottom line shows an overall increase in the Operating Budget of 1.17%.

Fiscal Year 2022 Goals:

- Continue AFG grant funding to complete training that was disrupted due to COVID during Fiscal Year 2020-2021.
- Create an Officer Development and Mentoring program in light of the significant turnover expected in leadership structure specifically, and the Department overall.
- Develop a more robust and effective facility maintenance plan that follows a logical sequence for major repairs and replacement in future years.
- Institute a testing process for various ranks and an Entry Level list in advance of anticipated retirements in June 2022.

Long Term Goals:

- Continue process to secure a site for a new Engine 3 fire station.
- Work with Local Fire Union #773 to create a comprehensive wellness and fitness program for Firefighters.
- Continue to follow apparatus/vehicle/facility replacement schedule.

Fire Prevention Division/Fire Marshal's Office

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



Service Narrative

The Fire Prevention Division/Fire Marshal's Office is located at Central Fire Headquarters. The division is a local extension of the State Fire Marshal's Office. Staff members include the Fire Marshal and three Fire Inspectors, trained and certified by the State of Connecticut as Fire Inspectors and Fire Investigators, assisted by a part-time Principal Clerk. Life safety is our first priority. Staff members maintain accreditation and certification with the State Fire Marshal's Office by earning continuing education credits to keep current with any code changes, updated regulations, policies, and/or procedures.

Numerous codes endorsed under the provision of state statutes, including the Connecticut State Fire Safety Code (CSFSC) and the Connecticut State Fire Prevention Code (CSFPC) allow us to guide property owners through the process of code compliance by employing a systematic review of building plans and specifications, exercising a prescribed inspection/abatement process, and using lawful permitting practices.

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

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

Training Division



Service Narrative

The Bristol Fire Department continues to make training one of the top priorities for the department. The new live fire training facility was utilized for various training evolutions and live fire training throughout the year. New audio/visual equipment was added to the classroom for delivering classroom lessons and video presentations. A Conex container was added to the training facility for storage of training equipment and burn materials.

Firefighter development through numerous training classes and drills throughout the year were very successful.

During the year community outreach and safety training was conducted for classes in fire extinguisher operation and career development for local area schools.

In cooperation with Emergency Management, continued improvements to the facility are scheduled to enable the classroom to function as a backup Emergency Operations Center. The Bristol Fire Department shall continue to move forward with firefighter development with an emphasis on safety at all times.

Mechanical Division

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

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

- The motorized fleet consists of (8) Class A pumpers, (2) 95' Tower Ladders, (11) Staff/Support vehicles, (1) Hazardous-Materials Trailer, and (1) Fire prevention trailer. All vehicles are annually serviced and inspected, along with monthly brake inspections.
- Small emergency equipment consists of (5) complete sets of gasoline powered "Jaws of Life" systems, (1) battery powered "Jaws of Life" system, (18) chain saws, roof ventilation saws, and generators.
- The lawn care equipment consists of (41) lawn mowers, string trimmers, leaf blowers, snow blowers, etc.
- Gas detection meters (22) including multi-gas detection and gas specific meters, all which require calibration.

Public Safety

- Water mitigation equipment consists of (28) large and small gasoline centrifugal pumps, electric sump style pumps, and electric back pack suction pumps.
- SCBA equipment consists of (43) front line air packs, (13) training air packs, (235) SCBA bottles, (4) escape packs, (2) R.I.T. pack's, (1) Mobile Air Supply car, and all related face pieces, etc.

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

- Annual aerial and ground ladder testing by third party.
- Quarterly air analysis and system check for SCBA filling compressor by third party.
- Annual fire pump testing.
- Annual fire hose testing.
- Annual SCBA air pack flow testing
- Five year hydro-static flow testing for SCBA bottles

The Bristol Fire Department took delivery in 2019 of a new Pierce 95' mid-mount tower ladder that is now serving as Tower 1. This replaced the 2006 E-One 95' rear mount tower ladder that now serves as spare Tower 2. This vehicle is not only the front line ladder truck, but also carries all major vehicle extrication/stabilization equipment, high-angle rescue equipment, as well as many other specialty tools.

Performance Measures

Quantitative:

Bristol Fire Department Activity Report

Activity	2016	2017	2018	2019	2020
Structure Fires	124	112	91	116	124
Highway Vehicle Fires	27	17	27	22	27
Outside of Structure Fires	12	4	27	8	23
Brush/Grass/Wild Land Fires	60	38	12	29	31
Rubbish/Dumpster Fires	31	33	21	28	21
All Other Fires	12	0	16	2	13
Rescue/EMS Response	362	350	314	357	387
False Alarms	471	466	538	472	486
Mutual Aid	6	4	10	12	15
Hazardous Materials Response	144	128	149	153	238
Other Hazardous Conditions	409	452	509	478	407
All Other Responses	723	701	790	724	711
Total	2,381	2,305	2,504	2,401	2,483

Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$8,270,508	\$8,657,988	\$8,755,885
Full Time Positions	88	88	88

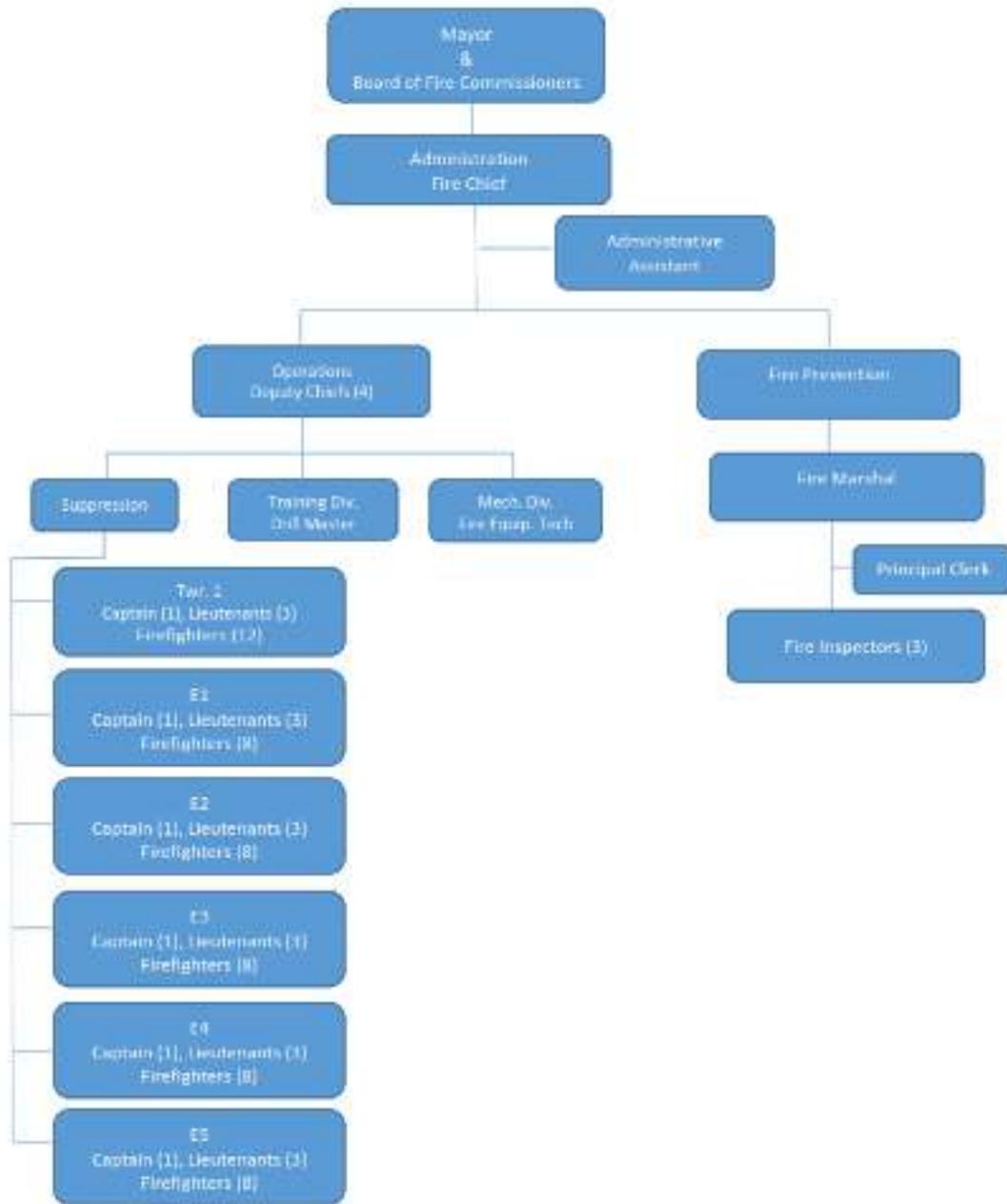
Board of Fire Commissioners:

Mayor Ellen Zoppo-Sassu, Chairperson
 Brittany Barney
 Anthony Benvenuto
 Dennis Crispino
 Dana Jandreau
 Hal Kilby
 Sean Moore

Expiration of Term:

11/2021
 11/2021
 01/2024
 01/2023
 01/2022
 01/2024
 01/2022

Organizational Chart



Budget Highlights

0012211 FIRE DEPARTMENT

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$6,305,261	\$6,654,675	\$6,655,873	\$6,755,120	\$6,694,625
515100		OVERTIME	1,467,071	1,533,270	1,533,270	1,562,495	1,540,000
515100	COVID	OVERTIME	16,422	0	0	0	0
515200		PART TIME	10,455	21,945	21,945	22,435	22,435
517000		OTHER WAGES	471,299	446,900	446,900	498,825	498,825
TOTAL SALARIES			\$8,270,508	\$8,656,790	\$8,657,988	\$8,838,875	\$8,755,885
CONTRACTUAL SERVICES							
522100		UNIFORM ALLOWANCE	\$0	\$50,000	\$50,000	\$50,000	\$50,000
522300		UNION CONTRACT RESPONSIBILITIES	0	400	550	500	500
531000		PROFESSIONAL FEES AND SERVICES	33,720	44,000	44,000	58,000	58,000
531140		HIRE/TRAIN	0	0	0	125,680	0
541000		PUBLIC UTILITIES	44,723	48,000	48,000	48,000	48,000
541100		WATER AND SEWER CHARGES	9,304	9,000	9,000	10,000	10,000
542140		REFUSE	158	250	250	250	250
542500		LAUNDRY AND LINEN	1,430	1,900	1,900	1,500	1,500
543000		REPAIRS AND MAINTENANCE	45,048	43,000	43,000	0	0
543100		MOTOR VEHICLE SERVICE AND REPAIR	58,867	55,000	55,000	0	0
553000		TELEPHONE	6,053	7,000	7,000	6,500	6,500
553100		POSTAGE	442	750	750	500	500
554000		TRAVEL REIMBURSEMENT	4	100	100	0	0
555000		PRINTING AND BINDING	330	500	500	0	0
581120		CONFERENCES AND MEMBERSHIPS	2,618	3,300	3,300	3,000	3,000
581135		SCHOOLING AND EDUCATION	11,428	10,000	10,000	10,000	10,000
TOTAL CONTRACTUAL SERVICES			\$214,125	\$273,200	\$273,350	\$313,930	\$188,250
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES AND MATERIALS	\$6,367	\$7,000	\$7,375	\$7,000	\$7,000
561800		PROGRAM SUPPLIES	99,754	45,000	50,263	30,000	30,000
561800	COVID	PROGRAM SUPPLIES	7,353	0	0	0	0
561805		FIRE PREVENTION DIVISION	2,582	6,500	3,500	7,000	7,000
561806		TRAINING DIVISION	9,111	6,500	6,500	8,000	8,000
561807		MECHANICAL DIVISION	1,779	2,000	1,220	135,000	135,000
562200		NATURAL GAS	25,812	30,000	30,000	30,000	30,000
562300		GENERATOR FUEL	0	1,000	1,000	1,000	1,000
562600		MOTOR FUELS	25,191	29,000	29,000	29,000	29,000
563000		MOTOR VEHICLE PARTS	9,442	12,000	12,143	0	0
563100		TIRES	8,749	11,000	10,000	0	0
569000		OFFICE SUPPLIES	843	1,600	1,600	2,000	2,000
TOTAL SUPPLIES AND MATERIALS			\$196,983	\$151,600	\$152,601	\$249,000	\$249,000
CAPITAL OUTLAY							
570400	20030	WASHER AND DRYER	\$1,200	\$0	\$0	\$0	\$0
570410		SCBA REPLACEMENT	0	7,250	0	0	0
570902		ANNUAL LOOSE EQUIP. REPLACEMENT	2,440	3,000	3,000	14,500	14,500
570903		ANNUAL HOSE REPLACEMENT	4,468	5,000	3,000	0	0
570910		METERING EQUIPMENT	1,570	2,500	3,500	0	0
570915		ANNUAL BUNKER GEAR REPLACEMENT	0	43,905	79,547	43,000	43,000
579999		EQUIPMENT	0	0	0	111,050	0
TOTAL CAPITAL OUTLAY			\$9,678	\$61,655	\$89,047	\$168,550	\$57,500
TOTAL FIRE DEPARTMENT			\$8,691,294	\$9,143,245	\$9,172,986	\$9,570,355	\$9,250,635



Animal Control

Brian Skinner, Animal Control Officer
126 Vincent P. Kelley Road
860-584-3087
brianskinner@bristolct.gov



Service Narrative

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

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

Fiscal Year 2021 Goals and Accomplishments:

- Ensured the health and welfare of the community as it relates to animals both domestic and wild, enforced Connecticut animal control laws, promoted responsible pet ownership, reunited lost dogs with their owners, continued partnership with non-profit animal groups, and maintained a clean and healthy environment at the animal shelter.

Fiscal Year 2022 Goals:

- Continue to increase dog owner awareness of laws and ordinances to reduce violations and facilitate the adoption and/or safe return of lost pets.
- Provide a safe, comfortable environment for lost or abandoned animals and partner with non-profit animal groups when possible.
- Enforce the laws related to Animal Control and act as the Rabies Control Authority for the City of Bristol.

Performance Measures

Quantitative:

	FY17	FY18	FY19	FY20	FY21
Roaming Dog	274	285	309	205	206
Barking Dog	62	67	70	70	100
Animal Bites	38	44	33	46	29
Miscellaneous	2,274	N/A	N/A	N/A	
Report of Cruelty		79	80	65	99
Feral Cats		32	51	57	77
Wildlife/Animal Concern		470	587	456	372
Lost Animal		273	238	280	234
Rabies	21	18	28	28	15
Dead Animals Disposed of	368	497	555	526	454
Total # Calls For Service	3,037	1,765	1,951	1,733	1,505
# Animals Impounded	149	136	125	154	151
# Animals Euthanized by Vet	3	4	2	6	4

Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$165,373	\$165,470	\$175,595
Full time Positions	2	2	2

Budget Highlights

0012312 ANIMAL CONTROL

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$134,975	\$137,805	\$137,805	\$141,595	\$141,595
515100		OVERTIME	16,245	17,165	17,165	18,500	18,500
517000		OTHER WAGES	14,153	10,500	10,500	15,500	15,500
TOTAL SALARIES			\$165,373	\$165,470	\$165,470	\$175,595	\$175,595
CONTRACTUAL SERVICES							
522100		CLOTHING ALLOWANCE L754	\$2,000	\$2,500	\$2,500	\$2,500	\$2,500
531000		PROFESSIONAL FEES AND SERVICES	4,816	5,000	5,000	5,000	5,000
541000		PUBLIC UTILITIES	2,126	2,500	2,500	2,500	2,500
541100		WATER AND SEWER CHARGES	798	650	650	775	775
557700		ADVERTISING	219	350	350	325	325
562200		NATURAL GAS	4,323	4,500	4,500	4,500	4,500
581135		SCHOOLING AND EDUCATION	150	300	300	300	300
TOTAL CONTRACTUAL SERVICES			\$14,432	\$15,800	\$15,800	\$15,900	\$15,900
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES	\$391	\$500	\$500	\$500	\$500
561800		PROGRAM SUPPLIES	126	500	500	500	500
TOTAL SUPPLIES AND MATERIALS			\$517	\$1,000	\$1,000	\$1,000	\$1,000
TOTAL ANIMAL CONTROL			\$180,322	\$182,270	\$182,270	\$192,495	\$192,495

Emergency Management

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



CERT Team

Service Narrative

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

Fiscal Year 2021 Goals and Accomplishments:

- The Emergency Management Department (EM) continued to obtain, store and disperse Personal Protective Equipment (PPE) to all City departments and first responders. Much of this PPE equipment was provided by Division of Emergency Management and Homeland Security (DEMHS) at no cost to the city,
- Updated and distributed the Emergency Operations Plan to DEMHS and City departments.
- Provide a Community Emergency Response Team (CERT) training to all new members and update training for all active members.
- Due to the criticality of emergency communications in times of emergency or disaster, DEMHS has allowed ham radio communications to be funded by EMPG Grant funds. Some ham radio equipment may be relocated to avail the city of better emergency communications.
- The Emergency Management Department services, along with other City departments, have been severely curtailed this past year by the COVID-19 pandemic. Many programs and goals have not been met due to restrictions placed on the department and the community.
- Provided automated external defibrillator (AED) equipment to both libraries and the senior center through a Main Street Community Foundation Grant.
- Continued to upgrade the training room at Fire House 4 to be used as an auxiliary Emergency Operations Center (EOC). The room will be used if the main EOC is compromised. This room has also been used by Community Emergency Response Team (CERT) trainers for the training of new CERT members.
- Presented the Federal Emergency Management Agency (FEMA) Student Tools for Emergency Planning (STEP) program to some 5th graders in the Bristol schools along with CERT volunteers.
- The Director represented the City by participating in state, regional and local committees.

- CERT members supplied safety services to the Board of Education for their food distribution program.
- CERT members supplied traffic services to the Farmers to Families food distribution program.
- CERT members provided staged traffic and parking services for the Community Health Center COVID-19 downtown testing site.
- CERT members sent holiday cards to the residents at the Sheridan Woods Nursing Home.
- CERT leadership has taken advantage of all DEMHS/Capital Region Council of Governments (CRCOG) available funding.
- Awarded a supplemental grant of \$1,450 for PPE and COVID-19 testing for EOC participants.
- Due to the COVID-19 pandemic the EM and CERT leadership has provided ZOOM remote meetings to all members.

Summary of Fiscal Year 2021-2022 Budget:

- DEMHS is providing Zoom remote CERT training to increase membership.
- The EM Department has allocated funding for upgrade, relocation and installation of ham radio equipment to provide emergency communications.
- Due to the COVID-19 pandemic, the Bristol CERT has been activated for more hours in City service than ever before.
- The EM Department increased its budget to \$30,000, the amount recommended by the DEMHS based on City per capita.

Fiscal Year 2022 Goals:

- Continue to upgrade the ham radio communications in the City.
- Continue the FEMA STEP program in the Bristol 5th grade classes during the coming year.
- Participate in the Governor's Statewide Emergency Planning and Preparedness Initiative (EPPI) exercise.
- Attend Capital Region Council of Governments (CRCOG), Naugatuck Valley Council of Government (NVCOG), Capitol Region Emergency Planning Committee (CREPC), Connecticut Conference of Municipalities (CCM) and Statewide Citizens Corps Advisory Council (SCCC) meetings as a member of those regional and state committees keeping the City apprised of the latest training available to first responders.
- Attend local civic meetings as the City representative.
- Continue to participate in the Bristol Cares functional needs working group in conjunction with the Commission on Persons with Disabilities.
- Work closely with the Bristol Burlington Health District to provide the necessary assistance in the performance of their duties.
- Apply for DEMHS grants for training and equipment and attend the annual CERT Field Day and training as scheduled along with providing community response when the need arises.
- Encourage small businesses to be more resilient and support sustainability with the assistance of the Chamber of Commerce and the Bristol Economic and Community Development Department.
- Continue to provide City residents with emergency preparedness information and guidance.
- Provide both CPR and AED training for all community residents.
- Increase CERT membership to strengthen the organization.

Long Term Goals:

- Educate City residents and businesses in emergency preparedness by presenting informative talks to any local business, civic, church, service or interested group. This will enhance the City's sustainability in the future against weather emergencies, pandemics and disasters.
- Provide first responders and other City departments with training and equipment necessary to augment their roles in serving the City's needs.
- Increase CERT membership with new training and program initiatives to enhance the City's ability to care for and service the needs of our community.

Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$12,081	\$14,515	\$14,515
Part-time Positions	1	1	1

Budget Highlights

0012413 EMERGENCY MANAGEMENT

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
515200		PART TIME	\$12,081	\$14,515	\$14,515	\$14,515	\$14,515
		TOTAL SALARIES	\$12,081	\$14,515	\$14,515	\$14,515	\$14,515
CONTRACTUAL SERVICES							
553000		TELEPHONE	\$1,450	\$1,600	\$1,600	\$1,000	\$1,000
553100		POSTAGE	0	85	85	100	100
554000		TRAVEL REIMBURSEMENT	1,372	1,200	1,200	800	800
555000		PRINTING AND BINDING	188	500	500	600	600
581120		CONFERENCES AND MEMBERSHIPS	571	800	800	800	800
		TOTAL CONTRACTUAL SERVICES	\$3,581	\$4,185	\$4,185	\$3,300	\$3,300
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$1,428	\$5,800	\$8,800	\$8,750	\$8,750
561800	COVID	PROGRAM SUPPLIES	\$14	\$0	\$0	\$0	\$0
561825		CERT	2,503	2,000	2,000	3,000	3,000
569000		OFFICE SUPPLIES	88	500	500	435	435
		TOTAL SUPPLIES AND MATERIALS	\$4,033	\$8,300	\$11,300	\$12,185	\$12,185
		TOTAL EMERGENCY MANAGEMENT	\$19,695	\$27,000	\$30,000	\$30,000	\$30,000

Building Inspection

Richard Brown, Chief Building Official
(860) 584-6215
richardbrown@bristolct.gov

Service Narrative

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

The Building Inspection Department performs many functions, including: processing permit applications, reviewing construction plans, issuing permits, conducting inspections, issuing certificates of occupancy, and certificates of approval. The department also responds to emergency situations such as fires, floods, damaged structures, and any occurrences that affects the integrity of a structure or property. The Building Department maintains close relationships with all City of Bristol departments and has a day to day relationship with the Fire Department, the Police Department, the Public Works Department, and the Health Department. A Code Enforcement Committee has been developed and the Building Department has the leading role of enforcing anti-blight and property maintenance violations under the direction of Mayor Zoppo-Sassu.

Fiscal Year 2021 Goals and Accomplishments:

- Set in motion that all inspectors are to be “people friendly” as the Building Department had gained a “not-so-good” reputation within the community in the past.
- Developed a user friendly atmosphere at the in-house kiosks when helping the public complete building permits.
- Streamlined the permitting system with standards. Created a hand-out form with instructions to address the different situations and questions that arise when applying for permits.
- Assisted the Town of Plainville with all inspections and helped with the transition of a new Chief Building Official including updates of all of the projects to date.

Fiscal Year 2022 Goals:

- Expand on the Code Enforcement side of the department, to achieve results without offending the public and trying to cooperate with them to get violations addressed versus ignoring the violations. Ticketing and fines will be a major part of this attempt if cooperation does not work. Looking to combat the “Slum-Lords” of the City.
- Older out dated permitting system to have the old permits reviewed for completion and or payment of the permit. Looking to close all permits and Certificate of Occupancy or Certificate of Approval permits. This becomes an issue when the dwelling is up for sale. This will involve a little training for the inspectors that have never seen the permit system and how it functions.

Long Term Goals:

- Establish detail flow-charts for the public that illustrate the process for obtaining a building permit or other type of permit, such as a pool, shed, solar, etc. Identify all the potential departments involved, indicate paths to follow and include associated time frames.

Performance Measures

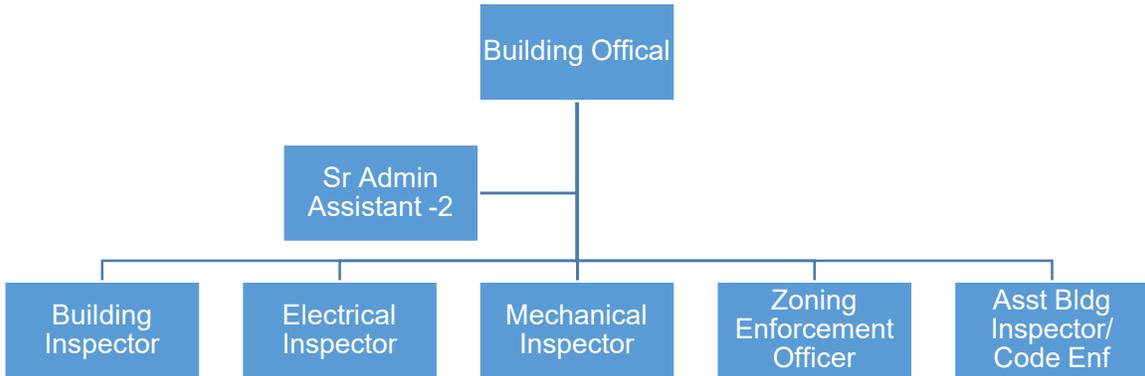
Quantitative:

Activity	FY 2019	FY 2020	FY 2021
Building/Mechanical Permits Issued	3,287	3,103	3,983
Value of Construction	\$49,370,711	\$70,719,145	\$142,916,513
Actual Revenue Collected	\$1,117,401	\$1,472,385	\$2,064,193

Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$571,407	\$618,015	\$631,125
Full Time Positions	8	8	8

Organizational Chart



Budget Highlights

0012615 BUILDING INSPECTION

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$557,006	\$595,700	\$595,700	\$612,125	\$612,125
515100		OVERTIME	10,744	19,000	19,000	19,000	19,000
517000		OTHER WAGES	3,657	3,315	3,315	0	0
TOTAL SALARIES			\$571,407	\$618,015	\$618,015	\$631,125	\$631,125
CONTRACTUAL SERVICES							
543000		REPAIRS AND MAINTENANCE	\$0	\$150	\$0	\$150	\$150
543012		CLOTHING/UNIFORMS	2,097	1,000	1,000	500	500
543100		MOTOR VEHICLE SERVICE AND REPAIR	943	2,500	2,325	2,000	2,000
553000		TELEPHONE	4,258	5,000	5,000	5,000	5,000
553100		POSTAGE	605	1,100	1,100	1,100	1,100
555000		PRINTING AND BINDING	172	500	825	500	500
557700		ADVERTISING	0	100	100	100	100
581120		CONFERENCES AND MEMBERSHIPS	2,227	2,500	2,500	2,500	2,500
TOTAL CONTRACTUAL SERVICES			\$10,302	\$12,850	\$12,850	\$11,850	\$11,850
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$965	\$1,500	\$1,500	\$3,000	\$3,000
562600		MOTOR FUELS	3,332	5,000	5,000	5,000	5,000
563100		TIRES	360	1,200	1,200	700	700
569000		OFFICE SUPPLIES	715	800	800	800	800
TOTAL SUPPLIES AND MATERIALS			\$5,372	\$8,500	\$8,500	\$9,500	\$9,500
CAPITAL OUTLAY							
570400	20034	LIGHT BARS	\$0	\$0	\$2,140	\$0	\$0
TOTAL CAPITAL OUTLAY			\$0	\$0	\$2,140	\$0	\$0
TOTAL BUILDING INSPECTION			\$587,081	\$639,365	\$641,505	\$652,475	\$652,475

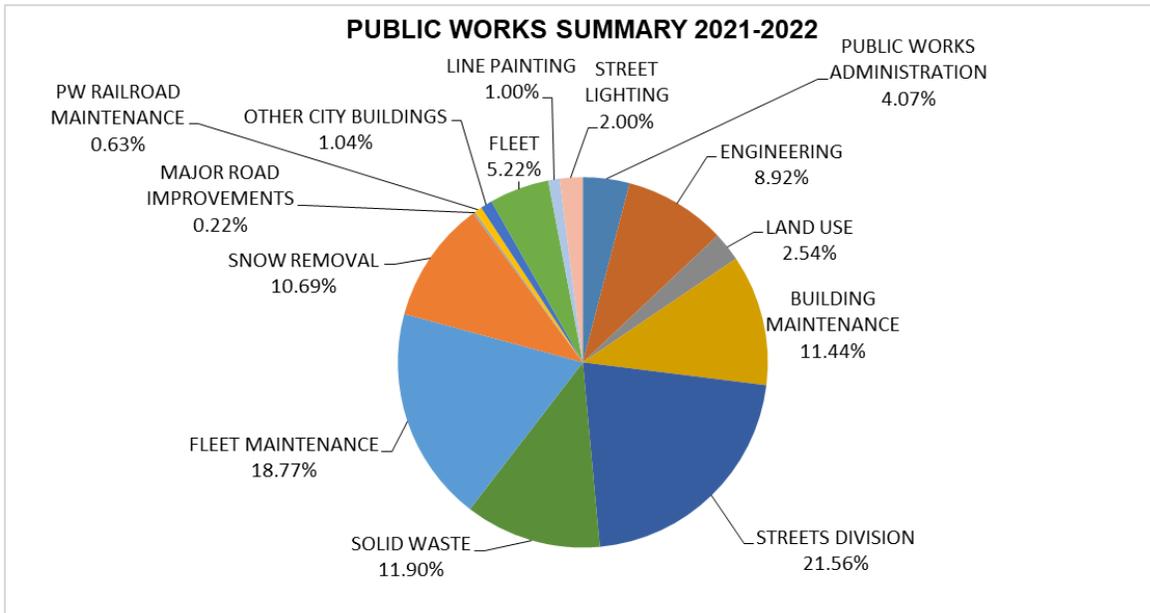


Public Works

Raymond A Rogozinski, P.E. Director
 860-584-6125
 publicworks@bristolct.gov

2021-2022 BUDGET GENERAL FUND EXPENDITURE SUMMARY FOR PUBLIC WORKS

ORGCODE	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
0013010	PW ADMINISTRATION	\$408,733	\$392,670	\$397,670	\$457,945	\$416,355
0013011	PW ENGINEERING	767,818	895,420	918,170	974,050	911,650
0013012	PW LAND USE	218,545	253,845	252,495	260,020	260,020
0013013	PW BUILDING MAINTENANCE	1,133,170	1,159,935	1,160,434	1,169,125	1,169,125
0013015	PW STREETS	1,925,466	2,122,005	2,092,205	2,281,785	2,204,800
0013016	PW SOLID WASTE	1,012,204	1,181,385	1,181,385	1,217,580	1,216,380
0013017	PW FLEET MAINTENANCE	1,786,903	1,951,715	2,012,615	1,939,220	1,918,820
0013018	PW SNOW REMOVAL	795,734	1,075,500	1,123,500	1,092,500	1,092,500
0013019	PW MAJOR ROAD IMPROVEMENTS	4,410,488	22,000	22,000	22,000	22,000
0013020	PW RAILROAD MAINTENANCE	30,221	44,300	116,031	64,300	64,300
0013021	PW OTHER CITY BUILDINGS	114,309	104,500	104,500	106,000	106,000
0013025	PW PERMANENT PATCH UTILITY TRENCHES	24,727	0	0	0	0
0013026	PW FLEET	428,345	818,000	1,461,940	1,053,450	534,000
0013027	PW LINE PAINTING	17,546	102,025	242,025	102,025	102,025
0013028	PW STORM WATER MAINTENANCE	9,663	0	0	0	0
0013040	PW STREET LIGHTING	190,599	228,000	228,000	205,000	205,000
TOTAL PUBLIC WORKS		\$13,274,471	\$10,351,300	\$11,312,970	\$10,945,000	\$10,222,975



Budgetary Highlights

The 2021-2022 Public Works budget of \$10,222,975 is a 1.24% decrease from the 2021 fiscal year budget primarily due to the funding for the Major Road Improvements being removed from the General Fund to a newly established Road Improvements Fund, budgeted in Operating Transfers.

Mission Statement

The Public Works Department will work to maintain the City's infrastructure, environment and assets to maximize community investment and customer satisfaction through the efficient and courteous delivery of services to residents and businesses.

Service Narrative

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

Public Works has several divisions designed to provide specific services. These consist of the following: Administration, Engineering, Land Use, Building Maintenance, Streets, Solid Waste, Fleet Maintenance, Snow Removal, Major Road Improvements, Railroad Maintenance, Other City Buildings, Line Painting, and Street Lighting. The separate Solid Waste Disposal Fund and Transfer Station Fund are Special Revenue Funds. The Road Improvements Fund is a Capital Projects Fund.

Long Term Goals:

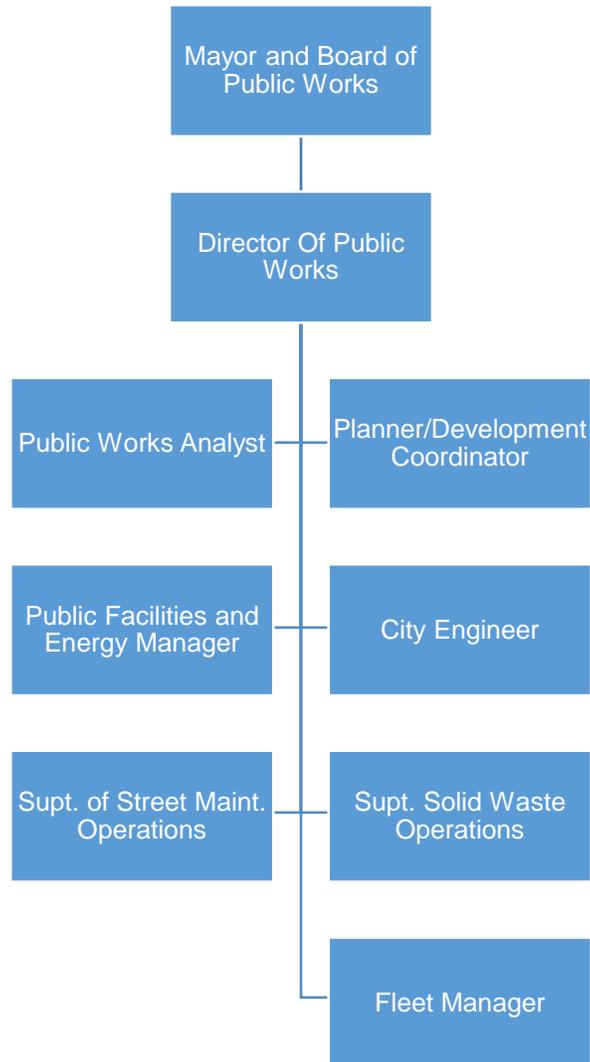
- Update Department policies and procedures
- Continue roadway management system to improve City road surface conditions.
- Reconstruct City bridges classified as deficient and upgrade roadway storm drainage systems.
- Increase training and education of Department staff.
- Investigate availability of grants to reduce City cost to improve public facilities, infrastructure and roadway conditions.
- Investigate use of alternate fuels and technologies to improve energy efficiencies and reduce the building HVAC and fleet energy costs.
- Investigate alternatives for roadway surface treatments/ pavement management processes.
- Implement use of technologies to improve Department efficiency and level of service.

Board of Public Works

Expiration of Term

Mayor Ellen Zoppo-Sassu, Chairperson	11/2021
Frank Stawski	02/2023
Donald Padlo	02/2022
Michael Dumas	02/2024
Mary Fortier	11/2021
Gregory Hahn	11/2021
Peter Kelley	11/2021

Organizational Chart



Public Works - Administration

Service Narrative

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

Fiscal Year 2021 Goals and Accomplishments:

- Expanded support of administrative functions to the Street, Solid Waste, Building and Engineering Divisions.
- Continued to improve public works communication with residents via social media (Facebook page - Facebook.com/BristolPW, Twitter (@BristolPW) and mailing lists created using CivicPlus, the City's web provider.
- Provided revamped "Welcome Packages" to new homeowners in Bristol to promote the services that the City of Bristol has available.
- Provided public outreach and education regarding Pay As You Throw at the Transfer Station, "What's In/What's Out" recycling guidance and Recycle Coach usage.
- Continued to expand use of online complaints through seamless docs, illegal bulk reporting, barrels on the curb too long and improper recycling in barrels.
- Managed electronic collection and shredding events at City Farmers Market.
- Implemented and assisted Solid Waste Division in the development of the "Trash to Treasure" program designed to educate residents in "Reduce, Reuse and Recycle (RR and R).
- Increased employee training and education.
- Continued to implement employee recognition program.
- Implemented the use of digital forms and applications to increase residential access to Department services via the website due to COVID-19.
- Continue the outdoor classroom and garden project with all schools. Due to COVID-19, it has been a slow process.

Summary of Fiscal Year 2021-2022 Budget:

- Continue cross training of employees and education programs to improve efficiency and enhance service to the public.
- Scan and electronically organize/ file all Department existing documents.
- Initiate/implement Asset Management program to track service request, repair cost and determine asset life cycle cost to improve efficiencies and level of service.

Fiscal Year 2022 Goals:

- Identify efficiencies in processes and enable residents to utilize self-service where possible.
- Expand development of Department's RR and R program, increase student/BOE outreach and education programs, enlarge targeted collection programs for items such as sports equipment and clothing, and increase awareness of composting through partnership programs with City garden clubs and work with BOE on the Department's outdoor classroom initiative. RR and R program development includes benchmarking and quantitating savings of solid waste reduction.

Long Term Goals:

- Identify efficiencies in processes and enable residents to utilize self-service where possible. Enhance seamless docs to add more online services.
- Find and develop other avenues of communication with the public.
- Continue and expand RR and R program including recycling outreach program with Board of Education to include Zoom meetings with the students.

Performance Measures

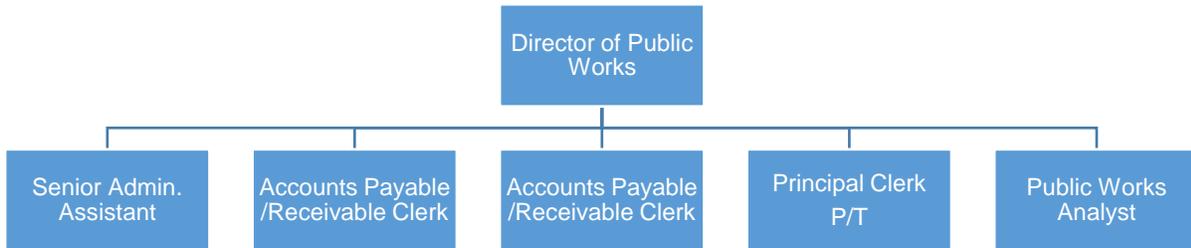
Quantitative:

	FY 2019	FY 2020	FY 2021
Residential Transfer Stations Permits Sold	9,078	11,616	9,761
Bulk Pickups Scheduled	3,048	3,249	3,567
Yard Waste Program Members	3,782	4,188	4,377

Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$348,658	\$371,170	\$394,855
Full time Positions	5.5	5.5	5.5

Organizational Chart



Budget Highlights

0013010 PUBLIC WORKS ADMINISTRATION

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$317,631	\$345,415	\$345,415	\$363,955	\$367,365
515100		OVERTIME	2,143	1,410	1,410	2,450	2,450
515200		PART TIME	26,492	21,945	21,945	22,435	22,435
517000		OTHER WAGES	2,392	2,400	2,400	2,605	2,605
TOTAL SALARIES			\$348,658	\$371,170	\$371,170	\$391,445	\$394,855
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$3,296	\$3,500	\$3,500	\$3,500	\$3,500
531000	COVID	PROFESSIONAL FEES AND SERVICES	31,459	0	0	0	0
553100		POSTAGE	3,256	3,000	3,000	3,500	3,500
581120		CONFERENCES AND MEMBERSHIPS	1,055	4,500	4,500	4,500	4,500
581135		SCHOOLING AND EDUCATION	5,857	5,500	10,500	5,500	5,500
581145		EMPLOYEE RECOGNITION	2,023	2,000	2,000	1,500	1,500
581150		MISCELLANEOUS BOND EXPENSE	709	800	800	800	800
TOTAL CONTRACTUAL SERVICES			\$47,655	\$19,300	\$24,300	\$19,300	\$19,300
SUPPLIES AND MATERIALS							
561800	COVID	PROGRAM SUPPLIES	\$9,906	\$0	\$0	\$0	\$0
569000		OFFICE SUPPLIES	2,514	2,200	2,200	2,200	2,200
TOTAL SUPPLIES AND MATERIALS			\$12,420	\$2,200	\$2,200	\$2,200	\$2,200
CAPITAL OUTLAY							
579999		CAPITAL OUTLAY	\$0	\$0	\$0	\$45,000	\$0
TOTAL CAPITAL OUTLAY			\$0	\$0	\$0	\$45,000	\$0
TOTAL PW ADMINISTRATION			\$408,733	\$392,670	\$397,670	\$457,945	\$416,355

Public Works - Engineering

Nancy Levesque, City Engineer
nancylevesque@bristolct.gov
860-584-6113

Service Narrative

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

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

The Division reviews and supervises the construction of infrastructure improvements conducted by contractors and private developers. It uses digital imaging, computer-aided design and drafting equipment to complete designs and update City mapping along with continually updating the City's GIS system.

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

Fiscal Year 2021 Goals and Accomplishments:

- Managed road resurfacing/pavement management program to increase roadway condition rating to 78 (scale 1-100).
- Reduced backlog of capital improvement projects by completing Atkins Avenue, Lawndale Avenue and Margerie Street storm drainage/reconstruction projects, Pequabuck River Conduit sediment removal and replacement of the Memorial Boulevard retaining wall.
- Completed improvements of Riverside Avenue (Main Street to North Main Street) roadway streetscape improvement projects.
- Implemented traffic signal improvement program evaluating each of the City's 34 traffic signals.
- Designed Memorial Boulevard Bridge rehabilitation improvements including architectural components to enhance City gateway at Memorial Boulevard.
- Increased coordination with public utility companies to limit disturbance of newly paved roadways.
- Reduced service request response time/street light outage time by improving coordination with City street light service vendor and Eversource Electric.
- Revised City land use regulations to comply with State Department of Energy and Environmental Protection (DEEP) associated with Municipal Separate Storm Sewer System (MS4) program requirements.
- Completed storm drainage improvements at Northeast Middle School, Mountain View School and Bristol Eastern High School.
- Monitored project to replacement of Louisiana Avenue Bridge and the design of Mellen Street, East Street, and Down Street Bridge replacement/rehabilitation projects.
- Implemented Community Connectivity grant sidewalk improvements and obtain additional grant funding in the amount of \$430,000.
- Administered Department of Public Works Major Road Improvement, Railroad Maintenance, Line Painting and Street Lighting programs.
- Restructured Department by establishing a project management position and eliminating the Assistant City Engineer position.
- Provided engineering services to other City departments such as Economic and Community Development (ECD), Parks Department and Board of Education.
- Updated City Wide Roadway Pavement Management Rating System

Fiscal Year 2022 Goals:

- Implement best management practices to improve levels of service and increase efficiencies.
- Reduce impact of pavement patches on City roads installed by private and public utilities by expanding the permanent patch/milling and paving program.
- Improve and expand public access to the Department's Graphical Information System (GIS).
- Maintain existing pavement management/resurfacing program to improve surface conditions of City roadways.
- Update City roadway and utility standards and details.
- Maintain high level of compliance with City roadway and infrastructure construction standards.
- Streamline/improve Division permit process through online permitting.
- Support/assist ECD implement projects that support economic development within the City.

Long Term Goals:

- Continue roadway pavement management program to improve pavement surface conditions of City roads.
- Increase training and education of Engineering Division staff.
- Obtain grants to improve public facilities, infrastructure and roadway conditions.

Performance Measures

Quantitative:

	FY 2019	FY 2020	FY 2021
Major Design Projects-Completed	5	6	6
Major Survey Projects-Completed	2	4	1

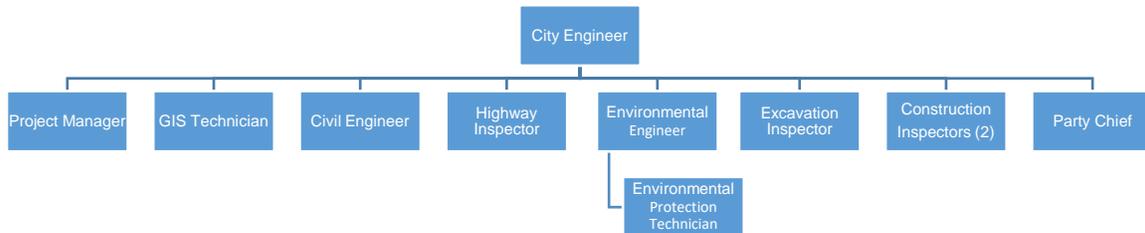
Qualitative:

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

Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$720,612	\$835,620	\$851,650
Full time Positions	11	11	11

Organizational Chart



Budget Highlights

0013011 PUBLIC WORKS ENGINEERING

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$709,119	\$820,445	\$820,445	\$845,650	\$845,650
515100		OVERTIME	9,679	15,175	15,175	6,000	6,000
517000		OTHER WAGES	1,814	0	0	0	0
TOTAL SALARIES			\$720,612	\$835,620	\$835,620	\$851,650	\$851,650
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$37,905	\$50,000	\$63,750	\$60,000	\$50,000
543000		REPAIRS AND MAINTENANCE	772	1,500	1,500	1,500	1,500
555000		PRINTING AND BINDING	230	300	300	300	300
581120		CONFERENCES AND MEMBERSHIPS	1,330	1,500	1,500	1,500	1,500
TOTAL CONTRACTUAL SERVICES			\$40,237	\$53,300	\$67,050	\$63,300	\$53,300
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$6,969	\$6,500	\$6,500	\$6,700	\$6,700
TOTAL SUPPLIES AND MATERIALS			\$6,969	\$6,500	\$6,500	\$6,700	\$6,700
CAPITAL OUTLAY							
570400	20036	PLOTTER	\$0	\$0	\$9,000	\$0	\$0
579999		CAPITAL OUTLAY		0	0	52,400	0
TOTAL CAPITAL OUTLAY			\$0	\$0	\$9,000	\$52,400	\$0
TOTAL PW ENGINEERING			\$767,818	\$895,420	\$918,170	\$974,050	\$911,650

Public Works – Land Use

Robert M. Flanagan, AICP – City Planner
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robertflanagan@bristolct.gov

Service Narrative

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

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

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

Fiscal Year 2021 Goals and Accomplishments:

- Organized an ethics training session, under the direction of Corporation Counsel, for the Zoning Commission. The session reviewed the ethical requirements and responsibilities for all Commissioners.
- Initiated process to perform a complete rewrite of City Zoning regulation. Proposed changes will reformat regulations to enhance usability. In addition, the rewrite will include a review of each existing zoning regulation section to update to current City needs.
- Coordinated development review process with City Building, Fire and Health
- Assisted Development projects through the land use regulatory process including, expansion of a hotel and event facility (4 stories/60,000SF), Memorial Boulevard School site plan revision, assisted living facility (5 stories, 60,000 SF) along with additional restaurants and a fueling station on Route 6.

Public Works

- Drafted changes to the Zoning Regulations that achieved the following:
 - Added a procedure that authorizes the Zoning Enforcement Officer (ZEO) to provide assistance to persons with disabilities by allowing adjustments to the Zoning Regulations to meet the requirements of the Americans with Disabilities Act and Fair Housing Act. This replaces the Zoning Board of Appeals (ZBA) Variance process which was cumbersome, outdated and inefficient.
 - Added outdoor dining as a site plan use in the General Business (BG) zone; created 500 s.f. as an option for Site Plans that can be approved by the ZEO; site plans larger than 500 s.f. can now be approved by the Zoning Commission, with a public hearing being optional.
 - Removed the Special Permit requirement for Outdoor Dining in the Downtown Business (BD) zone; increased the square footage from 250 s.f. to 500 s.f. for proposals that can be approved by the ZEO with a site plan; site plans larger than 500 s.f. can now be approved by the Zoning Commission, with a public hearing being optional.

Fiscal Year 2022 Goals:

- Complete a comprehensive re-write of the Zoning Regulations.
- Promote transparency in the land use process by utilizing online portals to stream all Land Use Board and Commission meetings – post pandemic. This initiative requires additional time and effort from staff, but engaging the public in this format lends credibility and transparency for the entire land use process.
- Continue to encourage applicants (and their representatives) to conduct pre-application meetings with staff prior to formal application submission. Pre-application meetings make the entire land use process more efficient and ultimately less costly for applicants.
- Provide on-going training and educational opportunities for all Land Use Board and Commission members and Staff.

Long Term Goals:

- Continue to identify areas of collaboration with the Economic and Community Development (ECD) staff on various initiatives that support grand list growth.
- Continue to promote transparency in the land use process.
- Examine additional opportunities to update and improve procedures that make the land use process more efficient and responsive to constituent needs.

Performance Measures

Quantitative:

	FY2019	FY2020	FY2021
Zone Changes/Zoning Text. Amendments	5/6	7	2/1
Special Permits	16	22	13
Site Plans	11	20	13
Subdivisions	3	1	1
<i>Wetlands Permits</i>			
Commission- Approved	19	20	26
Administratively- Approved	58	90	104
Wetlands Boundary Changes	3	3	5
Zoning Appeals	2	1	1
Zoning Variances	10	11	42
Zoning Certificate of Approval (Motor Vehicle Uses)	8	1	6
Certificates of Appropriateness	5	6	6
Aquifer Protection Area Registrations (Renewals)	2	0	2

Public Works

Qualitative:

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

Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$203,374	\$240,145	\$246,320
Full time Positions	3	3	3

Organizational Chart



Budget Highlights

0013012 PUBLIC WORKS LAND USE

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$196,827	\$231,700	\$231,700	\$237,180	\$237,180
515100		OVERTIME	6,547	8,445	8,445	9,140	9,140
TOTAL SALARIES			\$203,374	\$240,145	\$240,145	\$246,320	\$246,320
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$378	\$0	\$0	\$0	\$0
553100		POSTAGE	1,248	1,200	1,200	1,200	1,200
557700		ADVERTISING	12,029	9,000	9,000	9,000	9,000
581120		CONFERENCES AND MEMBERSHIPS	1,192	3,000	1,650	3,000	3,000
TOTAL CONTRACTUAL SERVICES			\$14,847	\$13,200	\$11,850	\$13,200	\$13,200
SUPPLIES AND MATERIALS							
569000		OFFICE SUPPLIES	\$324	\$500	\$500	\$500	\$500
TOTAL SUPPLIES AND MATERIALS			\$324	\$500	\$500	\$500	\$500
TOTAL PW LAND USE			\$218,545	\$253,845	\$252,495	\$260,020	\$260,020

Public Works – Building Maintenance

David P. Oakes, Public Facilities and Energy Manager
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Service Narrative

The Building Maintenance Division is responsible for and oversees all maintenance, renovation and capital outlay projects for City Hall and the Police-Court Complex, Youth and Community Services Division, along with infrastructure maintenance of the Libraries, Beals Senior Community Center, and Animal Control Facility, five Fire Stations, the City Yard and any vacant schools. Duties include coordination with outside vendors and day to day functions that are required to keep the city buildings operating at an efficient level. The Division also provides all custodial services for City Hall, Police Complex, and Youth and Community Services Division.

Fiscal Year 2021 Goals and Accomplishments:

- Initiated project to renovate City Hall. Project will consist of a complete upgrade of HVAC, building systems, reconfiguration of building along with addition to improve accessibility and building aesthetics.
- Awarded Silver Certification by SustainableCT recognizing the City of Bristol as a sustainable community for its work with energy conservation projects and reuse/reduce/recycle initiatives.
- Established annual and bi-annual contracts for building mechanical and roofing system inspection/repairs to maintain warranties.
- Reduced City Building capital improvement project backlog with the completion of High Street building vestibule, library plaster repairs, gun range lead abatement, Senior Center asbestos abatement, roof replacements (51 High Street and Firehouse 2), Senior Center ADA improvements and Public Works recycling building gutter project.
- Upgraded fire and alarm systems at City Buildings (including Parks facilities).
- Completed a comprehensive renovation of the two vestibules at 51 High Street and constructed glass entry way in DPW, relocated from court complex.
- Completed a \$1.3 million mechanical renovation of Fire Headquarters (181 North Main Street).
- Performed engineering study to address Firehouse 5 (Mix Street) AC deficiency and excess condensation problem.
- Completed engineering evaluation of mechanical system at Police Complex for the planning of future MEP/HVAC capital projects.
- Installed COVID sneeze guards throughout building.
- Performed enhanced cleaning and disinfections of City Buildings during the COVID-19 pandemic and provided response to related issues as they developed.
- Implemented corrective measures and training programs to address OSHA requirements identified during surprise spot inspection of facilities.
- Hired four new members of Building Maintenance due to retirements and promotions of senior staff over the last several years.
- Performed engineering study of Fire Department facilities to address emergency power generator and AC needs.

Summary of Fiscal Year 2021-2022 Budget:

- Capital Improvement Project funding to update Police Court Complex MEP/HVAC systems. Fiscal year 2021-2022 Phase I request includes the replacement of the building heating and control systems (Police 1st floor and basement levels). Phase II and III improvements include upgrade to the building's AC system and completes MEP/HVAC improvements to the 2nd floor of the complex.

Public Works

- Renovation of the City Hall Complex. Design funding currently in place, project will consist of a complete renovate “as new” reconstruction, complete with building addition/entry way along North Main Street, ADA upgrades and replacement of mechanical and utility systems including a central elevator and improved security system.
- Install central AC at Firehouse 2 (Hill Street) and upgrade and correct deficiencies at Firehouse 5 (Mix Street).
- Install/upgrade emergency power generator systems at Firehouses 2 and 5.

Fiscal Year 2022 Goals:

- Expand/establish written policies and standard operating procedures to improve operations and enhance training.
- Maintain Building Maintenance operational levels.
- Improve routine maintenance program to reduce mechanical breakdowns and, and required overtime.
- Standardize equipment and supplies to minimize downtime and costly repairs to unique and stand-alone assets.
- Develop capital improvement schedule to maintain existing building infrastructure.
- Installation of an ADA compliant main desk at the Beal's Center for member, visitor and staff needs.
- Complete electrical and HVAC studies at several Fire Houses in regard to stand-by generator upgrades and HVAC system improvements for capital project planning.

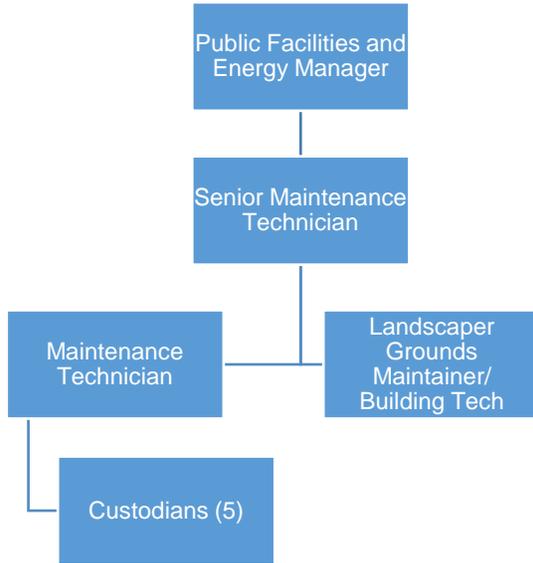
Long Term Goals:

- Integrate City departments further into the participation of the Sustainable CT program and actions, thereby leveraging citywide resources/departments in the creation and implementation of City sustainability initiatives.
- Establish a long term capital improvement program for all building facilities, for the replacement of equipment assets and infrastructure, including but not limited to: HVAC equipment, roofing systems, underground storage tank removals, fire safety systems, elevators, windows and doors.

Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$559,059	\$583,935	\$595,625
Full time Positions	9	9	9

Organizational Chart



Budget Highlights

0013013 PUBLIC WORKS BUILDING MAINTENANCE

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$480,251	\$522,545	\$511,045	\$533,860	\$533,860
515100		OVERTIME	64,013	45,000	56,500	45,000	45,000
517000		OTHER WAGES	14,795	16,390	16,390	16,765	16,765
TOTAL SALARIES			\$559,059	\$583,935	\$583,935	\$595,625	\$595,625
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES	\$8,770	\$8,000	\$8,000	\$2,000	\$2,000
541000		PUBLIC UTILITIES	269,730	280,000	280,000	275,000	275,000
541100		WATER AND SEWER CHARGES	11,247	12,500	12,500	12,500	12,500
543000		REPAIRS AND MAINTENANCE	190,024	160,000	160,499	165,000	165,000
553000		TELEPHONE	213	500	500	500	500
561400		MAINTENANCE SUPPLIES	28,723	26,500	26,500	28,000	28,000
581120		CONFERENCES AND MEMBERSHIPS	275	500	500	500	500
TOTAL CONTRACTUAL SERVICES			\$508,982	\$488,000	\$488,499	\$483,500	\$483,500
SUPPLIES AND MATERIALS							
562200		NATURAL GAS	\$64,151	\$88,000	\$88,000	\$90,000	\$90,000
570400	19042	MACHINERY & EQUIPMENT	978	0	0	0	0
TOTAL SUPPLIES AND MATERIALS			\$65,129	\$88,000	\$88,000	\$90,000	\$90,000
TOTAL PW BUILDING MAINTENANCE			\$1,133,170	\$1,159,935	\$1,160,434	\$1,169,125	\$1,169,125

Public Works – Streets

Craig Kasparian, Superintendent of Streets
860-584-7792 Ext.. 1
CraigKasparian@bristolct.gov

Service Narrative

The Streets Division of Public Works is responsible for the maintenance and construction duties related to all street appearances and some of its facilities. A general description of work performed follows: storm water control encompasses street drain and catch basin installation, repair and maintenance which includes pavement of roads, curbing (repairs and installation), pot holes, driveway aprons, and trench repairs. Masonry work performed includes repair of bridges, repair and construction of sidewalks, retention walls, basins and floors. Roadside maintenance is associated with tree maintenance (removals, trimming, brush cutting, stumping and planting). Snow and ice controls during the winter season include snowplowing, road treatments, and hauling of de-icing materials and snow. Sweeping operations involves the removal of minor debris from the roadways and municipal properties.

Fiscal Year 2021 Goals and Accomplishments:

- Improved maintenance response time for addressing pavement patches, bituminous curbing, and driveway aprons along with storm drainage, retaining wall, storm drainage, concrete sidewalk and roadway mill and asphalt patching projects.
- Constructed 82 space paved parking lot and access walkway to Main Street complete with storm drainage and electrical utilities to service Centre Square development (estimated saving \$110,000).
- Utilized sign shop to assist City departments (Parks, Economic and Community Development, Police Department and Library). Sign shop was used extensively to provide required signage associated with the COVID pandemic.
- Completed construction of outdoor classroom initiatives.
- Performed right of way lawn maintenance and spring street sweeping program.
- Maintained City operated storm water detention ponds.
- Provided emergency support during severe weather situations in particular the FEMA declared disaster of Tropical Storm Isaias.
- Implemented corrective measures and training programs to address OSHA requirements identified during surprise spot inspection of facilities/operations.
- Improved facility layout/operation management at James P. Casey Road material storage facility.

Summary of Fiscal Year 2021-2022 Budget:

- Acquire 48 inch wide miller and sweeper attachment to enable Division to mill and pave larger (50 ft.) roadway sections (full lane width/curb to curb) in order to improve roadway surface conditions throughout the City.
- Train personnel to enable DPW to mill and resurface roadways sections (50 ft. by full lane/curb to curb).
- Replace Streets Division excavation laser level to reduce set up time and improve efficiency associated with catch basin replacement and installations of structures.
- Acquire metal detector to reduce the potential of damage to underground structures associated with pavement milling.

Fiscal Year 2022 Goals:

- Improve maintenance of City roads to reduce service requests and improve public safety.
- Investigate use of equipment and implement procedures to improve worker safety.
- Expand/establish written policies and standard operating procedures to improve operations and enhance training.
- Implement best management practices to improve levels of service and increase efficiencies.

Long Term Goals:

- Implement use of technology to improve efficiency and increase the level of service provided to residents.
- Develop in house training program (heavy and light equipment operators).

Statistics

Miles of Road	254
Miles of Storm Drains	219.9
Catch Basins	8,500
Bridges	25

Performance Measures

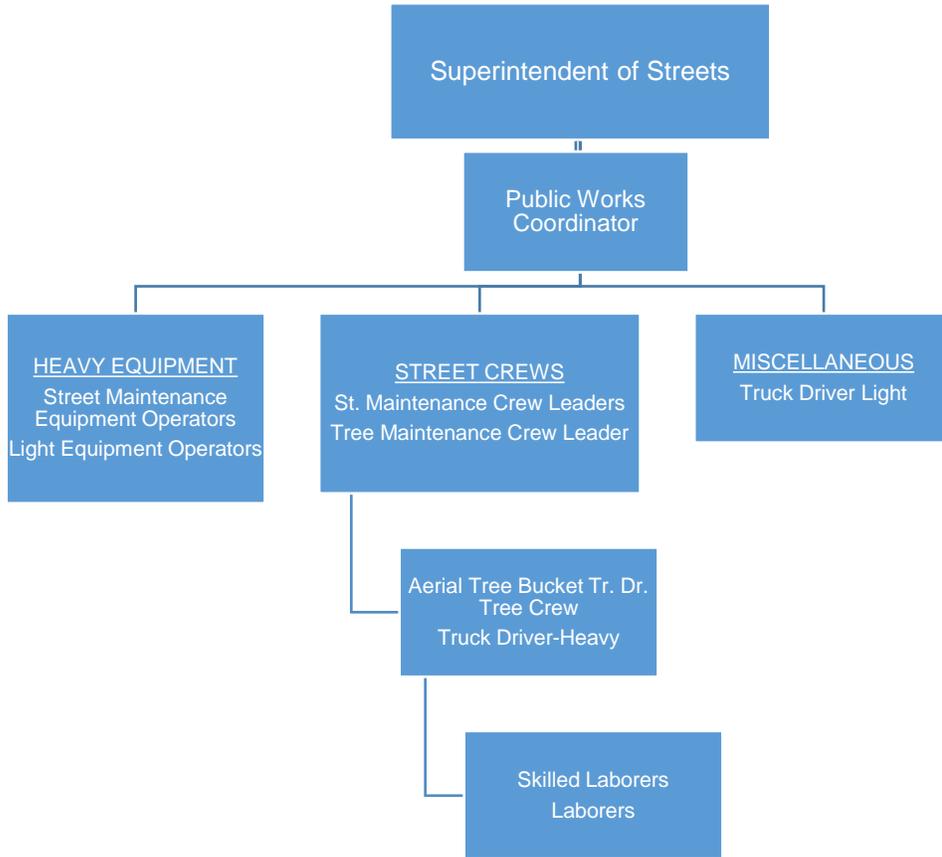
Quantitative:

Fiscal Years	FY 2019	FY 2020	FY 2021
Tree Removal	40	47	38
Brush Cutting	25 miles	31	30
Tree Planting	23	8	10
Tall Grass Abatement	22 properties	3 properties	9 properties
Catch Basin Cleaning	680	690	620
Catch Basin Repair	65	72	70
Drainage Pipe	400	620	680
Paving	2,100 sq. yds.	5,200 sq. yds.	4,800 sq. yds.
Curbing	7 miles	5.7 miles	4.5 miles
Street Sweeping	234 miles	234 miles	234 miles

Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$1,774,836	\$1,908,305	\$2,014,000
Full time Positions	34	34	34

Organizational Chart



Budget Highlights

0013015		PUBLIC WORKS STREETS					
OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$1,738,492	\$1,898,305	\$1,868,505	\$2,023,285	\$1,970,000
515100		OVERTIME	34,669	40,000	40,000	40,000	40,000
517000		OTHER WAGES	1,675	0	0	4,000	4,000
TOTAL SALARIES			\$1,774,836	\$1,938,305	\$1,908,505	\$2,067,285	\$2,014,000
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$960	\$1,000	\$1,000	\$1,000	\$1,000
543000		REPAIRS AND MAINTENANCE	13,500	16,500	16,500	16,500	16,500
543050		STREETSCAPE MAINTENANCE	1,396	10,000	10,000	25,000	15,000
544400		RENTS AND LEASES	7,200	10,000	10,000	10,000	10,000
581120		CONFERENCES AND MEMBERSHIPS	915	1,200	1,200	800	800
TOTAL CONTRACTUAL SERVICES			\$23,971	\$38,700	\$38,700	\$53,300	\$43,300
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$115,144	\$130,000	\$130,000	\$130,000	\$130,000
589200		SIGNS	11,515	15,000	15,000	17,500	17,500
TOTAL SUPPLIES AND MATERIALS			\$126,659	\$145,000	\$145,000	\$147,500	\$147,500
CAPITAL OUTLAY							
579999		EQUIPMENT	\$0	\$0	\$0	\$13,700	\$0
TOTAL CAPITAL OUTLAY			\$0	\$0	\$0	\$13,700	\$0
TOTAL PW STREETS			\$1,925,466	\$2,122,005	\$2,092,205	\$2,281,785	\$2,204,800

Public Works – Solid Waste

Josh Corey, Superintendent of Solid Waste
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joshcorey@bristolct.gov

Service Narrative

The Solid Waste Division of the Public Works Department is charged with curbside collection of residential solid waste including rubbish, recycling, yard waste, bulk waste, leaves, brush, and Christmas trees. The Division is also responsible for operation and management of the Solid Waste Transfer Station, Compost Site, and Landfill and for compliance with State of Connecticut recycling guidelines, participating in the Code Enforcement Committee, organizing and managing Bristol's Household Hazardous Waste Collection, and special Electronic Collections.

Fiscal Year 2021 Goals and Accomplishments:

- Revised Solid Waste Ordinance to reflect current Division policies and environmental standards.
- Maintained level of service for weekly municipal refuse, recycling, bulk and yard waste collection.
- Managed annual leaf collection program to eliminate overtime.
- Reduced the amount of illegal bulk within the City by promoting the Division's bulk collection program and increasing the enforcement of illegal bulk activity.
- Administered deployment of new/replacement recycling, refuse and yard waste barrels.
- Modified the solid waste collection (alley) route to improve safety and maximize Division labor resource.
- Maintained compliance with Connecticut Department of Energy and Environmental Protection (DEEP) environmental permits and regulations.
- Increased inspection and collection of illegal bulk and audit residential recycling to ensure compliance with ordinance and estimated values in Bristol Resource Recovery Facility Operating Committee (BRRFOC) recycling processing contract.
- Reconstructed transfer station retaining wall (brush drop off) and repaved/curb damaged asphalt areas in residential service area.

- Provided solid waste curbside brush collection in response to Tropical Storm Isaias. Brush collection performed in accordance with FEMA assistance documentation requirements.
- Increased employee education and training (safety, vehicle preventive maintenance and customer service for transfer station attendants).
- Coordinated with Covanta to limit impact of rubbish disposal lines in order to reduce overtime.

Summary of Fiscal Year 2021-2022 Budget:

- Replace Solid Waste bulk truck to ensure reliability of illegal and scheduled bulk collections. In addition, the bulk truck dramatically reduces the potential for staff injuries associated with lifting heavy loads. Division will maintain the existing bulk truck for Street Division use.

Fiscal Year 2022 Goals:

- Reduce service requests associated with weekly collection of municipal refuse and recyclables.
- Expand/establish written policies and standard operating procedures to improve operations and enhance training.
- Increase enforcement to reduce illegal bulk activity throughout the City.
- Promote Reduce/Reuse/Recycle (R R and R) programs to reduce the amount of municipal solid waste and single stream recycling.
- Continue program to rotate use of Division rear packer refuse truck for bulk pickup to reduce vehicle breakdowns/ increase rear packer reliability. Weekly solid waste collections are performed utilizing automated (one arm) solid waste trucks. The Division utilizes older rear packer trucks for collection of bulk pick-ups, leaves and Christmas trees. Seasonal/limited use of vehicles increase breakdowns.
- Continue to promote RR and R program to reduce municipal solid waste quantities in order to reduce recycling and refuse disposal cost.
- Audit residential recycling barrels to evaluate program/educate residents.
- In accordance with amended ordinance authorization collect un-renewed yard waste barrels for redeployment.

Long Term Goals:

- Develop and implement programs to reduce the quantity of solid waste generated within the City through education and public awareness to reduce disposal cost of refuse and recyclable material.
- Investigate equipment to replace use of rear packer refuse trucks for special (bulk pick-up, leaf and Christmas tree) collections.
- Increase sale price and the number of items collected at transfer station.

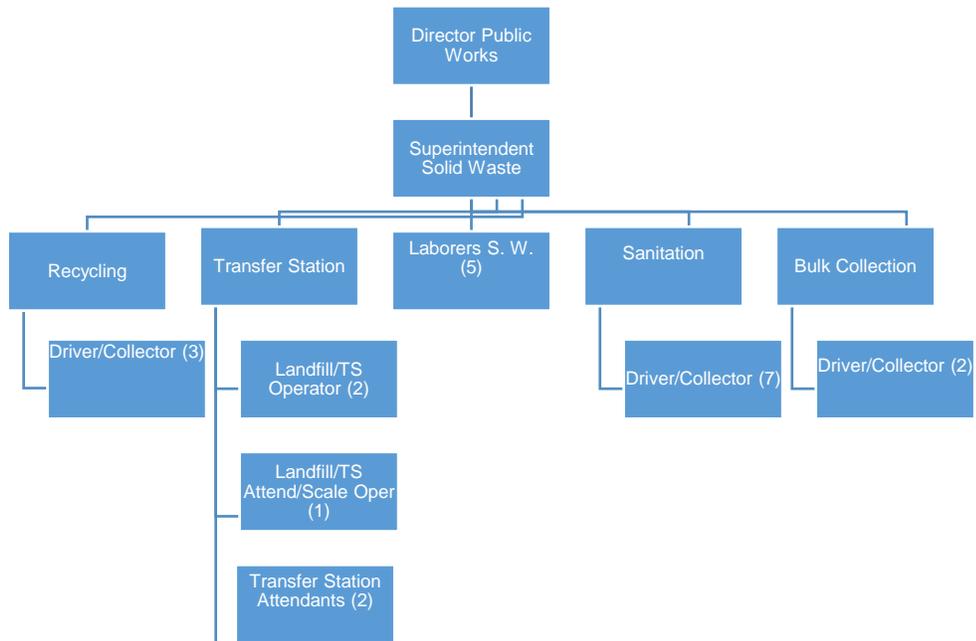
Performance Measures

Activity	FY 2019	FY 2020	FY 2021
Transfer Station–MSW, tons/yr.	2,150	2,257	2,743
Transfer Station- Paint Recycled, tons per year	19	16	19
Transfer Station-# of Res. Permits	9,078	9,377	9,761
Rubbish Collection, tons/yr.	16,127	16,821	18,046
Recycling Bi-Weekly, coll., tons/yr.	4,225	4,283	4,387
Yard Waste Collection, tons/yr.	2,325	2,331	2,376
Yard Waste Collection, customers	3,782	4,052	4,377
Bulk Collection, tons/yr.	500	701	2,376
Leaf Bag Collection, tons/yr.	1,335	1,498	1,528
Christmas Tree Collection, tons/yr.	25	21	19

Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$959,926	\$1,095,985	\$1,118,580
Full Time Positions	17.5	18	18

Organizational Chart



Note: Two Transfer Station Attendants, One Transfer Station Attendant/Scale Operator and Two Transfer Station Operators are funded through the Transfer Station Fund (Special Revenue Fund).

Budget Highlights

0013016 PUBLIC WORKS SOLID WASTE

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$897,199	\$1,010,985	\$1,010,985	\$1,031,480	\$1,031,480
515100		OVERTIME	60,016	85,000	85,000	83,000	83,000
517000		OTHER WAGES	2,711	0	0	4,100	4,100
		TOTAL SALARIES	\$959,926	\$1,095,985	\$1,095,985	\$1,118,580	\$1,118,580
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$0	\$1,000	\$1,000	\$1,000	\$1,000
534200		ENVIRONMENTAL MONITORING	25,172	30,000	30,000	30,000	30,000
542110		HAZARDOUS WASTE COLLECTION	16,490	14,000	14,000	14,000	14,000
581120		CONFERENCES AND MEMBERSHIPS	223	400	400	800	800
		TOTAL CONTRACTUAL SERVICES	\$41,885	\$45,400	\$45,400	\$45,800	\$45,800
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$10,393	\$40,000	\$40,000	\$52,000	\$52,000
		TOTAL SUPPLIES AND MATERIALS	\$10,393	\$40,000	\$40,000	\$52,000	\$52,000
CITY REFUSE COST							
542120		TIPPING FEES	\$1,182,450	\$1,160,610	\$1,160,610	\$1,140,400	\$1,140,400
		TOTAL CITY REFUSE COST	\$1,182,450	\$1,160,610	\$1,160,610	\$1,140,400	\$1,140,400
OPERATING TRANSFERS OUT							
590000		TRANSFER TO SOLID WASTE FUND (121)	(\$1,182,450)	(\$1,160,610)	(\$1,160,610)	(\$1,140,400)	(\$1,140,400)
		TOTAL OPERATING TRANSFERS OUT	(\$1,182,450)	(\$1,160,610)	(\$1,160,610)	(\$1,140,400)	(\$1,140,400)
CAPITAL OUTLAY							
579999		EQUIPMENT	\$0	\$0	\$0	\$1,200	\$0
		TOTAL CAPITAL OUTLAY	\$0	\$0	\$0	\$1,200	\$0
		TOTAL PW SOLID WASTE	\$1,012,204	\$1,181,385	\$1,181,385	\$1,217,580	\$1,216,380



Public Works – Fleet Maintenance

James DiVirgilio, Public Works Fleet Manager
860-584-7792 Ext.. 3
jamesdivirgilio@bristolct.gov

Service Narrative

The Public Works Fleet Maintenance Division is dedicated to managing a fleet of mechanically safe, and dependable vehicles, utilizing diagnostics programs, welding and fabrication, parts management, and preventative maintenance procedures to maintain effective delivery of fleet services. Responsibilities include, providing general maintenance and repair to approximately 150 vehicles and large pieces of construction equipment for a number of Divisions. Solid Waste Division has a fleet of seventeen automated trucks used daily for rubbish pick-up, yard waste collection, and recycling routes. While the automated trucks perform a very efficient function in the collection of rubbish, yard waste, and recycling; the trucks do require extra repairs and maintenance associated with their sophisticated hydraulic arms and electronic systems. In addition there are conventional rear packer trucks, transfer station loader and related equipment. The Streets Division has trucks, plows and material spreaders, heavy and light equipment, and power equipment. The Administration and Engineering Divisions have passenger vehicles. Fleet Maintenance also maintains and repairs 110 pieces of small power equipment such as chain saws, pumps and generators.

General preventative maintenance services are provided by the Division to 45 Police Department vehicles, seven Building Department vehicles, three Parks, Recreation, Youth and Community Services Department vehicles, Library Department vehicle, and Human Resource Agency vehicles. Other services include fuel system management, and regulatory compliance, including emission testing, vehicle safety, and garage infrastructure.

Fiscal Year 2021 Goals and Accomplishments:

- Maintained Fleet vehicles and construction equipment to support service level requirements of the Department's Street, Solid Waste and Snow Operations.
- Improved service repairs and delivery time, reduced repeat repairs.
- Updated multiyear vehicle and equipment replacement program analyzing and outlining service needs of the department.
- Performed diagnostics on equipment and vehicles as part of an ongoing vehicle preventive maintenance program.
- Upgraded underground storage tank/fuel dispensing system piping to meet current regulations.
- Installed new double walled magnesium deicing holding tanks.
- Increased employee training and education.
- Modified department tire specifications to improve wear/reduce cost.
- Installed centralized grease gun system for use by mechanic and fleet personnel.
- Equipped DPW vehicles with lift gates to reduce risk of staff injuries and improve efficiency.
- Implemented an asset management system for department vehicles.

Summary of Fiscal Year 2021-2022 Budget:

- Administer vehicle/equipment capital outlay program to replace Department's aging vehicles to maintain the existing level of service and safety.

Fiscal Year 2022 Goals:

- Maintain inventory, streamline parts and fluids requisition for repairs of City vehicles and equipment maintained by Public Works.
- Implement best management practices to improve levels of service and increase efficiencies.
- Review vendor repair procurement procedures/processes for vehicle and equipment.
- Expand/establish written policies and standard operating procedures to improve operations and enhance training.
- Reduce outsourcing of vehicle repairs.
- Improve current services to share Fleet Division services with other City departments to increase efficiencies and reduce cost.

Long Term Goals:

- Implement measures to improve efficiencies to reduce fleet fuel/energy cost including investigating use of alternative fuel vehicles.
- Develop performance metrics for Fleet functions.



Performance Measures

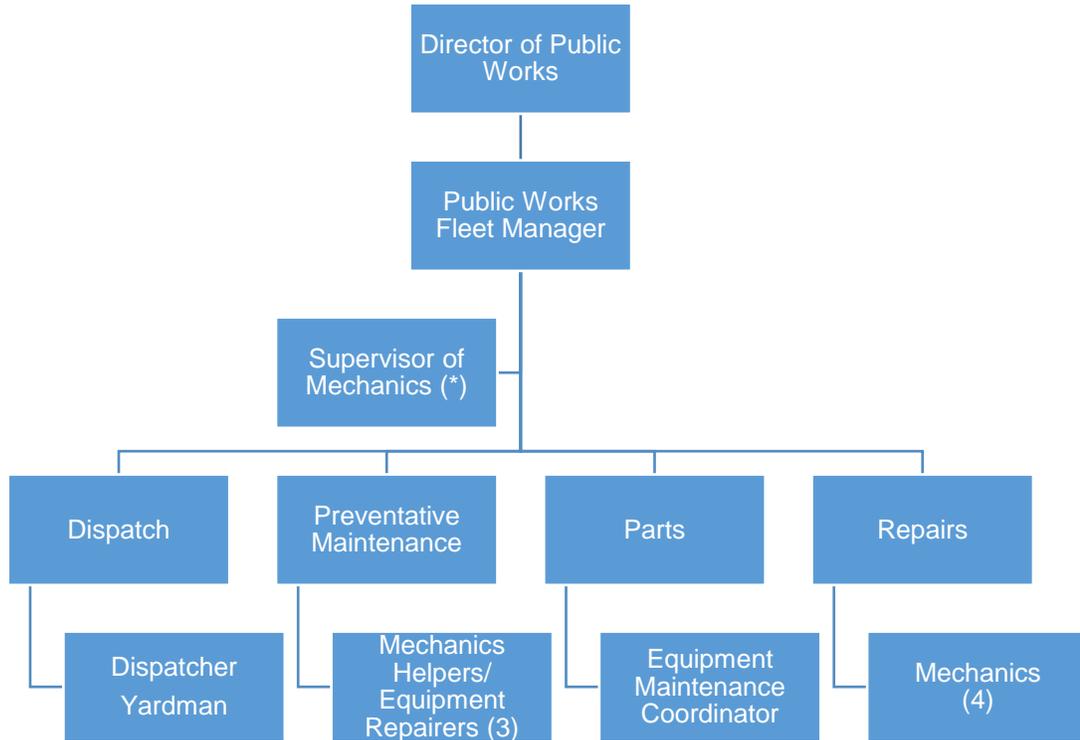
Quantitative:

Activity	FY 19 Actual	FY 20 Actual	FY 21 Actual
Major Vehicle and Equipment Repairs	430	360	417
Miscellaneous Repairs	550	560	783
Vehicle and Equipment Lubrications	400	1,200	1,209
Tires Changed	330	290	227

Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$596,147	\$672,540	\$702,570
Full time Positions	10	10	10

Organizational Chart



* Supervisor of Mechanics is an assignment filled by one of the 4 Mechanics when needed to support operations as required

Budget Highlights

0013017 PUBLIC WORKS FLEET MAINTENANCE

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$553,407	\$624,540	\$624,540	\$653,970	\$653,970
515100		OVERTIME	40,437	48,000	\$48,000	45,000	45,000
517000		OTHER WAGES	2,303	0	\$0	3,600	3,600
TOTAL SALARIES			\$596,147	\$672,540	\$672,540	\$702,570	\$702,570
CONTRACTUAL SERVICES							
541000		PUBLIC UTILITIES	\$20,969	\$24,000	\$24,000	\$24,000	\$24,000
541100		WATER AND SEWER CHARGES	2,102	2,000	2,000	2,000	2,000
543000		REPAIRS AND MAINTENANCE	51,271	37,000	49,000	42,000	42,000
543100		MOTOR VEHICLE SERVICE AND REPAIR	294,854	350,000	350,000	320,000	320,000
544400		RENTS AND LEASES	0	5,000	5,000	10,000	10,000
581120		CONFERENCES AND MEMBERSHIPS	0	175	175	250	250
TOTAL CONTRACTUAL SERVICES			\$369,196	\$418,175	\$430,175	\$398,250	\$398,250
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES AND MATERIALS	\$14,632	\$11,000	\$11,000	\$8,000	\$8,000
561800		PROGRAM SUPPLIES	25,104	23,000	23,000	23,000	23,000
562100		HEATING OIL	3,640	4,000	4,000	4,000	4,000
562200		NATURAL GAS	15,335	18,000	18,000	18,000	18,000
562600		MOTOR FUELS	326,857	305,000	305,000	330,000	330,000
563000		MOTOR VEHICLE PARTS	331,947	380,000	392,900	350,000	350,000
563100		TIRES, TUBES, CHAINS, ETC.	104,045	120,000	120,000	85,000	85,000
TOTAL SUPPLIES AND MATERIALS			\$821,560	\$861,000	\$873,900	\$818,000	\$818,000
CAPITAL OUTLAY							
570400	20016	GREASE GUN	\$0	\$0	\$18,000	\$0	\$0
570500	20037	LIFT GATES	0	0	18,000	0	0
579999		EQUIPMENT	0	0	0	20,400	0
TOTAL CAPITAL OUTLAY			\$0	\$0	\$36,000	\$20,400	\$0
TOTAL PW FLEET MAINTENANCE			\$1,786,903	\$1,951,715	\$2,012,615	\$1,939,220	\$1,918,820

Public Works – Snow Removal

Service Narrative

Snow removal is handled by the Streets Division and consists of clearing and road treatment of the 234 miles of accepted City streets including various municipal and Board of Education parking lots.

The Division purchases treated salt which is applied on the roads. The Division stockpiles its road salt in two storage domes. The main dome on Vincent P. Kelly Road serves as the main storage facility for the City as well as the distribution center for the southern and northeastern parts of the City. The satellite dome on James P. Casey Road serves the northeastern and northwestern parts of the City. Of the Division's twenty-one trucks equipped with salt spreading equipment, nineteen trucks are also equipped with magnesium chloride systems which wet the treated salt as it is being distributed on the roadway surface. This additive enhances the melting capability of the salt and keeps it active at lower temperatures.

Fiscal Year 2021 Goals and Accomplishments:

- Maintained level of service of snow operations to ensure safety of traveling public within the City.
- Improved coordination with BOE parking lot snow removal/treatment operations.
- Coordinated storm weather forecast reports with employee overtime call-ins to improve response time.
- Replaced existing single walled magnesium de-icing chemical tanks with doubled wall code compliant tanks.
- Improved response for emergency road treatments as needed.

Summary of Fiscal Year 2021-2022 Budget:

- Replace existing gas engine powered salt spreader with electric motor operated units in order to improve reliability and decrease down time.
- Implement measures to address the current difficulty of obtaining snow plow vender contractors. The number of available vendors has decreased due to relatively low levels of compensation provided by the City compared to adjacent communities.

Fiscal Year 2022 Goals:

- Investigate and implement alternative methods/procedures to remove snow and de-icing processes.
- Monitor plow routes and prioritize road treatments and plowing based on traffic conditions.
- Provide employee training to limit over application of salt.
- Explore advances in snow de-icing treatment to protect the environment.
- Develop performance metrics for snow operations.
- Investigate and implement measures to reduce use of contractors for snow operations.
- Amend snow service contract to improve response and performance of contract snow operation services. Contract revisions requiring contractors to invoice in a timely manner and to establish controls for start and stops of assignment duties.
- Implement best management practices to improve level of service and increase efficiencies

Long Term Goals:

- Investigate implementing a policy of mandatory call in/overtime for employees during winter operations.
- Analyze use of GPS for snow operation vendors to monitor location and work performed.

Budget Highlights

0013018 PUBLIC WORKS SNOW REMOVAL

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
515100		OVERTIME	\$166,358	\$270,000	\$270,000	\$270,000	\$270,000
		TOTAL SALARIES	\$166,358	\$270,000	\$270,000	\$270,000	\$270,000
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$3,480	\$5,500	\$5,500	\$4,500	\$4,500
543000		REPAIRS AND MAINTENANCE	5,012	4,000	4,000	4,000	4,000
544410		SNOW PLOWING FEES	148,184	300,000	300,000	320,000	320,000
		TOTAL CONTRACTUAL SERVICES	\$156,676	\$319,500	\$309,500	\$328,500	\$328,500
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$460,768	\$480,000	\$480,000	\$480,000	\$480,000
563000		MOTOR VEHICLE PARTS	4,917	10,000	10,000	9,000	9,000
563100		TIRE, TUBES, CHAINS, ETC	7,015	6,000	6,000	5,000	5,000
		TOTAL SUPPLIES AND MATERIALS	\$472,700	\$486,000	\$496,000	\$494,000	\$494,000
CAPITAL OUTLAY							
570400	20018	TRUCK PLOW	\$0	\$0	\$8,000	\$0	\$0
570400	20038	TANKS	0	0	40,000	0	0
		TOTAL CAPITAL OUTLAY	\$0	\$0	\$48,000	\$0	\$0
		TOTAL PW SNOW REMOVAL	\$795,734	\$1,075,500	\$1,123,500	\$1,092,500	\$1,092,500



Public Works – Major Road Improvements

Service Narrative

The Public Works Major Road Improvements portion of the budget is managed by the Engineering Division. In 2021 the Board of Finance created a Road Improvements Fund (RIF). More information on this new fund can be found under the Capital Budget tab. The budget shown below is for overtime costs associated with the major road improvements and the general fund contribution to the RIF.

Budget Highlights

0013019 PUBLIC WORKS MAJOR ROAD IMPROVEMENTS

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
515100		OVERTIME	\$27,354	\$22,000	\$22,000	\$22,000	\$22,000
TOTAL SALARIES			\$27,354	\$22,000	\$22,000	\$22,000	\$22,000
CONTRACTUAL SERVICES							
543000		REPAIRS AND MAINTENANCE	\$673,138	\$0	\$0	\$1,500,000	\$300,000
543000	20G17	MUNICIPAL GRANT	3,709,996	0	0	0	0
591518		TRANSFER ROAD IMPROV FUND	0	0	0	(1,500,000)	(300,000)
TOTAL CONTRACTUAL SERVICES			\$4,383,134	\$0	\$0	\$0	\$0
TOTAL PW MAJOR ROAD IMPROVE.			\$4,410,488	\$22,000	\$22,000	\$22,000	\$22,000

Public Works – Railroad Maintenance

Service Narrative

The Railroad Maintenance cost center is managed by the Public Works Engineering Division. Responsibilities include coordinating the maintenance functions for the City's 1.9-mile long railroad spur and siding that serves the northwest industrial park and includes an elevated bridge and three (3) at-grade crossings. The maintenance functions are contracted out to a railroad maintenance company that is required to inspect, clear brush from, and make repairs to the railroad spur and siding as necessary. The Division oversees the performance of the yearly inspection and maintenance efforts to ensure railroad reliability for business along the spur.

Fiscal Year 2021 Goals and Accomplishments:

- Completed capital improvement project to reconstruct Route 6 railroad crossing.
- Repaired rail sections damaged by train derailment adjacent to Clark Avenue.
- Expanded/completed major program to replace rail ties and rails along railroad line.
- Expanded use of rail system with development of fuel storage facility on Minor Street.

Summary of Fiscal Year 2021-2022 Budget:

- Increase scheduled repairs to maintain level of service and reduce downtime.
- Promote use of rail for economic development.
- Field survey and preparation of as-built map for the entire length of railroad to document location/rail type and components necessary to develop preventive maintenance plan.
- Remove existing railroad ties (1,800) located along railroad.

Fiscal Year 2022 Goals:

- Improve railroad level of service and maintain rail line safety.
- Improve coordination with Pan Am rail.
- Expand/establish written policies and standard operating procedures to improve operations and enhance training.

Public Works

Long Term Goals:

- Replace originally installed 100 and 107 pound rail with 115 pound rail line.
- Reconstruct rail crossing at Minor Street.
- Upgrade LED flashers at Route 6 crossing.

Budget Highlights

0013020 PUBLIC WORKS RAILROAD MAINTENANCE

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
CONTRACTUAL SERVICES							
541000		PUBLIC UTILITIES	\$282	\$300	\$300	\$300	\$300
543000		REPAIRS AND MAINTENANCE	11,961	9,000	9,000	9,000	9,000
544400		RENTS AND LEASES	4,481	5,000	5,000	5,000	5,000
589100		MISCELLANEOUS RAILROAD UPKEEP	13,497	30,000	101,731	50,000	50,000
TOTAL CONTRACTUAL SERVICES			\$30,221	\$44,300	\$116,031	\$64,300	\$64,300
TOTAL PW RAILROAD MAINTENANCE			\$30,221	\$44,300	\$116,031	\$64,300	\$64,300



Public Works – Other City Buildings

David P. Oakes, Public Facilities and Energy Manager
860-584-6107
davidoakes@bristolct.gov

Service Narrative

This budget is administered by the Building Maintenance Division and provides for maintenance repairs and renovations for the Animal Control Facility, the City's five Firehouses, Beals Senior Community Center, Youth Services, Public Works City Yard facilities, Main Library, Manross Library and other buildings transferred to the City. Transferred buildings include schools closed by the Board of Education and properties obtained by the City through purchase and foreclosure actions. Duties include minor and major maintenance as well as coordination with outside vendors for maintaining the building structures and plant.

Fiscal Year 2021 Goals and Accomplishments:

- Managed maintenance operations and repairs to City Firehouses, Beal's Center, Youth Services, Libraries, City Yard, Transfer Station and Animal Control Facility.
- Successfully upgraded fire and alarm systems at City buildings (including Parks facilities).
- Completed the abatement of approximately 4,000 square feet of asbestos-impacted floor tiles in two wings of the Beal's Center and installed new floor tiles to eliminate health exposure potential and uneven walking surfaces.
- Replaced the flat roofs at 51 High Street and Firehouse 2 (151 Hill Street) with new 30 year warranty system, including installation of new insulation to meet current code standards.
- Building Maintenance staff completed a comprehensive renovation of the two vestibules at 51 High Street (which serve 9 and 11 Bellevue Avenue).
- Completed a \$1.3M mechanical renovation of Fire Headquarters (181 North Main Street) with Silver Petrucelli Associates and Millennium Builders.
- Obtained the services of Van Zelm Engineers and completed a mechanical system study of the Police Complex for the planning of future capital projects.
- Continued to move forward in the design and coordination of the complete renovation of the City Hall complex.
- Installation of gutter system for the Recycling Building at the Transfer Station.
- Completed the abatement of lead-based paint wall plaster in two reading rooms in the historic section of the Main Library and subsequent restoration and painting.
- Replacement of remaining bituminous sidewalk at Beal's Center from main parking lot to Stafford Avenue to meet ADA compliance.

Summary of Fiscal Year 2021-2022 Budget:

- Administer City Building Capital Project Fund Committee project including MEP Improvements at DPW Operation Facility, Manross Library boiler room upgrades, Beal's Center ADA enhancements, Fire Department AC and emergency power upgrades along with improvements to the Police Complex.

Fiscal Year 2022 Goals:

- Expand/establish written policies and standard operating procedures to improve operations and enhance training.
- Implement best management practices to improve levels of service and increase efficiencies.
- Establish an annual contract to provide inspections and services on all City buildings roof systems to maintain existing warranties.
- Investigate and implement measures to reduce overtime repair and maintenance cost.

Long Term Goals:

- Establish a long term capital improvement program for Other City Buildings, for the replacement of equipment assets and infrastructure, including but not limited to: HVAC equipment, roofing systems, underground storage tank removals, fire safety systems, elevators, windows and doors.
- Implement an asset management building service system.
- Develop an inventory of HVAC stock supplies (motor, pumps and miscellaneous components) to proactively be prepared for breakdowns and minimize down time of equipment.

Budget Highlights

0013021 PUBLIC WORKS OTHER CITY BUILDINGS

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
CONTRACTUAL SERVICES							
541000		PUBLIC UTILITIES	\$0	\$1,000	\$1,000	\$1,000	\$1,000
541100		WATER AND SEWER CHARGES	0	1,000	1,000	1,000	1,000
543000		REPAIRS AND MAINTENANCE	113,843	100,000	100,000	100,000	100,000
TOTAL CONTRACTUAL SERVICES			\$113,843	\$102,000	\$102,000	\$102,000	\$102,000
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES AND MATERIALS	\$466	\$2,500	\$2,500	\$4,000	\$4,000
TOTAL SUPPLIES AND MATERIALS			\$466	\$2,500	\$2,500	\$4,000	\$4,000
TOTAL PW OTHER CITY BUILDINGS			\$114,309	\$104,500	\$104,500	\$106,000	\$106,000



Public Works – Fleet

James DiVirgilio, Public Works Fleet Manager
860-584-7792 Ext.. 100

Service Narrative

This Division manages the capital fleet and equipment purchases and replacements for Public Works. The Division researches and drafts detailed specifications for procurement of fleet vehicles and equipment, as part of the approved annual budget. As part of asset management, fleet condition is analyzed, life expectancy is forecasted, and a replacement schedule is established to focus on meeting the operational needs of each division. The Division continually seeks ways to achieve greater reliability and lower operational and maintenance expenditures.

Budget Highlights

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
CAPITAL OUTLAY							
561300	20005	TIRES	\$38,436	\$0	\$0	\$0	\$0
570400	20032	20032 DEWAT PUMP	0	0	2,500	0	0
570500	19009	DUMP TRUCK	77,380	0	0	0	0
570500	19011	RUBBISH TRUCK	(500)	0	0	0	0
570500	19015	1500 P/U	0	0	0	0	0
570500	20001	10 WHEEL DUMP W/ PLOW	238,000	0	0	0	0
570500	20002	33 YD AUTO RUBBISH TRUCKS (2)	0	0	569,640	0	0
570500	20003	REFURBISHED DUMP BODY	25,683	0	0	0	0
570500	20004	DUMP TRUCK W/ PLOW	0	0	199,011	0	0
570500	20014	VEHICLES	46,146	0	0	0	0
570500	20033	UTILITY TRAILER	3,200	0	0	0	0
570500	21001	RUBBISH TRUCK	0	286,000	286,000	0	0
570500	21002	DUMP TRUCK	0	240,000	218,643	0	0
570500	21003	REPURPOSE AUTO RUBBISH TRUCK	0	130,000	104,923	0	0
570500	21004	MASON DUMPTRUCK	0	130,000	56,946	0	0
570500	21005	ADMIN SUV	0	32,000	24,277	0	0
570400	22003	3 SALT SPREADERS	0	0	0	0	19,000
570400	22005	DURACLASS SS DUMP BODY	0	0	0	0	45,000
570400	22006	SPREADER WITH DEICING SYSTEM	0	0	0	0	22,000
570400	22007	20' 8 TON TILT TRAILER	0	0	0	0	10,000
570500	22001	BULK TRUCK CLAM ARM & DUMP	0	0	0	0	200,000
570500	22002	2 - 6 WHEELED DUMP TRUCKS	0	0	0	0	170,000
570500	22004	3500 1 TON SILVERADO PICKUP	0	0	0	0	68,000
579999		EQUIPMENT	0	0	0	1,053,450	0
TOTAL CAPITAL OUTLAY			\$428,345	\$818,000	\$1,461,940	\$1,053,450	\$534,000
TOTAL PW FLEET			\$428,345	\$818,000	\$1,461,940	\$1,053,450	\$534,000

Public Works – Line Painting

Service Narrative

The Public Works Line Painting cost center provides funds for repainting faded pavement markings on approximately 234 linear miles of City streets. The existing roadway painting deteriorates due to age, traffic loads and normal sun damage. The work, which is performed by outside contractors and overseen by the Public Works Engineering Division, consists of the reestablishment of all pavement marking within the City right-of-way, including roadway center lines, pavement edge (fog) lines, crosswalks, stop bars, traffic arrows, and parking spaces. The purpose of this work is to support safe traffic flow on City streets.

Expenditures consist primarily of contracted services of a pavement marking contractor (99% of budget). However, expenditures also includes overtime for inspection and traffic control provided by off duty police.

Fiscal Year 2021 Goals and Accomplishments:

- Supervised the installation of epoxy paint pavement makings in accordance with Manual on Uniform Traffic Control Devices (MUTCD) standards (cross walks, stop bars, roadway center lines, edge lines and traffic signal markings).
- Maintained existing roadway pavement markings to ensure vehicle safety traveling City roadways.
- Utilized City staff to perform pavement markings in parking lots and emergency conditions.
- Obtained pavement marking tap to delineate pedestrian cross walks.

Summary of Fiscal year 2021-2022 Budget:

- Maintain existing pavement line painting level of service.

Fiscal Year 2022 Goals:

- Inspect and evaluate existing roadway pavement markings for deficiencies.
- Recommend/coordinate modification to pavement markings with Police Department Traffic Control Division to improve safety.
- Maintain the Department of Public Works Graphical Information System (GIS) pavement marking layer.
- Maintain roadway pavement marking program to ensure compliance with MUTCD standards.
- Implement best management practices to maintain roadway pavement markings.

Long Term Goals:

- Improve roadway pavement markings on City roads to support autonomous and self-driving vehicles.
- Implement pavement marking asset management system.

Budget Highlights

0013027 PUBLIC WORKS LINE PAINTING			2020	2021	2021	2022	2022
OBJECT	PROJECT	DESCRIPTION	ACTUAL EXPENDITURE	ORIGINAL BUDGET	REVISED BUDGET	BUDGET REQUEST	APPROVED BUDGET
SALARIES							
515100	OVERTIME		\$0	\$525	\$525	\$525	\$525
	TOTAL SALARIES		\$0	\$525	\$525	\$525	\$525
CONTRACTUAL SERVICES							
531000	PROFESSIONAL FEES		\$16,174	\$100,000	\$240,000	\$100,000	\$100,000
	TOTAL CONTRACTUAL SERVICES		\$16,174	\$100,000	\$240,000	\$100,000	\$100,000
SUPPLIES AND MATERIALS							
561800	PROGRAM SUPPLIES		\$1,372	\$1,500	\$1,500	\$1,500	\$1,500
	TOTAL SUPPLIES AND MATERIALS		\$1,372	\$1,500	\$1,500	\$1,500	\$1,500
	TOTAL PW LINE PAINTING		\$17,546	\$102,025	\$242,025	\$102,025	\$102,025

Public Works – Street Lighting

Service Narrative

The City purchased the roadway street lighting infrastructure from Connecticut Light and Power (now Eversource Energy) in December 2014. The Engineering Division manages the City LED street lighting system (repairs street light outages and coordinates installation of new lights). The Public Works Department is responsible for the maintenance and utility costs associated with more than 5,480 streetlights, as well as the installation of new streetlights at locations approved by the Miscellaneous Matters Committee of the Board of Public Works. Maintenance and new installations are done under contract by a private vendor working for the City.

Fiscal Year 2021 Goals and Accomplishments:

- Modified existing street light maintenance contract unit payment items, quantities and provisions to reduce cost and improve response time.
- Implemented measure to standardize street lights on newly constructed subdivision roads.
- Modified Division job description of inspection staff to increase Department resources allocated to street light management.

Summary of Fiscal Year 2021-2022 Budget:

- Maintain LED street light level of service on City streets.
- Address need for additional street lighting in areas where there are no utility poles.

Fiscal Year 2022 Goals:

- Minimize street light outages (repair time) by improving coordination with City vendor and Eversource Energy.
- Improve communication/coordination with Eversource Energy to improve City budgeting associated with pole replacement and maintenance.
- Increase schedule requirements associated with developer installation of street lights in new subdivisions.
- Maintain LED street light layer on the Department of Public Works Graphical Information System (GIS).

Long Term Goals:

- Investigate and implement street light technologies associated with dimmer control street lights and public wi-fi access.
- Improve energy efficiency of street lights to reduce electrical costs.

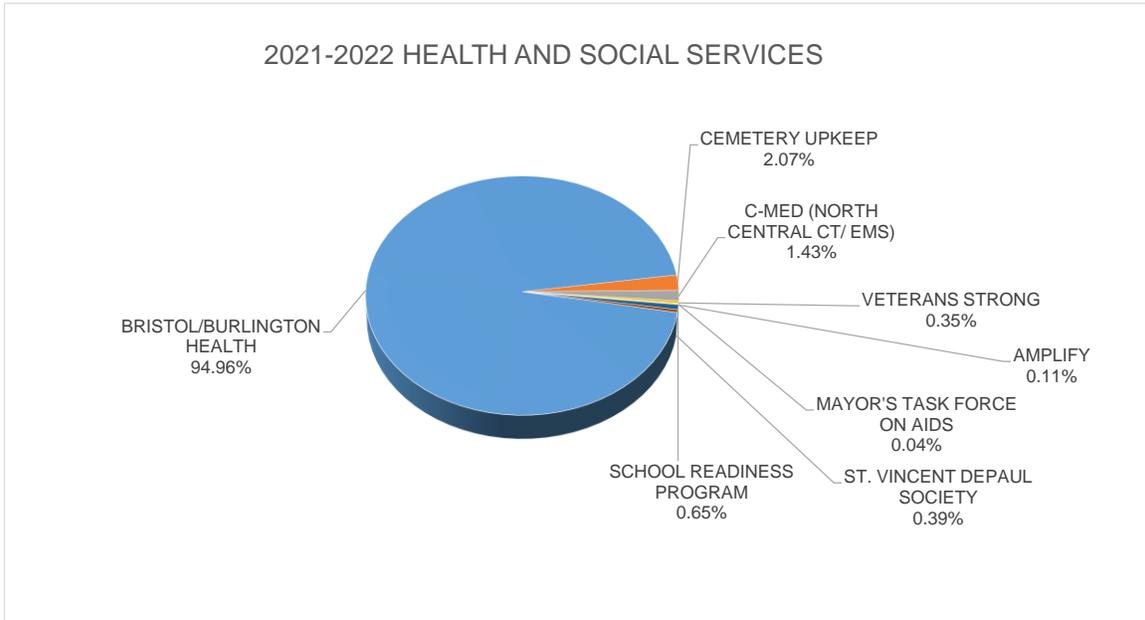
Budget Highlights

0013040 PUBLIC WORKS STREET LIGHTING			2020	2021	2021	2022	2022
OBJECT	PROJECT	DESCRIPTION	ACTUAL EXPENDITURE	ORIGINAL BUDGET	REVISED BUDGET	BUDGET REQUEST	APPROVED BUDGET
CONTRACTUAL SERVICES							
541200		STREET LIGHTING	\$147,349	\$150,000	\$150,000	\$150,000	\$150,000
543000		REPAIRS AND MAINTENANCE	43,250	78,000	78,000	55,000	55,000
TOTAL CONTRACTUAL SERVICES			\$190,599	\$228,000	\$228,000	\$205,000	\$205,000
TOTAL PW STREET LIGHTING			\$190,599	\$228,000	\$228,000	\$205,000	\$205,000



Health and Social Services

ORGCODE	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
0014210	BRISTOL/BURLINGTON HEALTH	\$3,216,455	\$3,416,455	\$3,416,455	\$3,682,135	\$3,632,135
0014500	AMPLIFY	4,233	4,235	4,235	4,235	4,235
0014500	ST. VINCENT DEPAUL SOCIETY	30,000	0	0	42,645	15,000
0014500	C-MED	53,907	53,740	53,740	54,555	54,555
0014500	MAYOR'S TASK FORCE ON AIDS	1,447	1,500	1,500	1,500	1,500
0014500	VETERANS STRONG	13,305	13,305	13,305	13,305	13,305
0014550	CEMETERY UPKEEP	79,019	79,020	79,020	79,020	79,020
0014654	SCHOOL READINESS PROGRAM	2,929,910	25,000	2,971,814	25,000	25,000
TOTAL HEALTH AND SOCIAL SERVICES		\$6,328,276	\$3,593,255	\$6,540,069	\$3,902,395	\$3,824,750



Bristol Burlington Health District

Marco Palmeri, Director
240 Stafford Avenue
860-584-7682
marcopalmeri@bristolct.gov

Service Narrative

The Bristol-Burlington Health District (BBHD) is a full-service public health agency serving the City of Bristol and Town of Burlington. BBHD is professionally organized and operated as required per Chapter 368f of the General Statutes of the State of Connecticut. BBHD is considered a quasi-governmental agency independent of the municipalities served. BBHD is primarily funded, per capita, by each municipality and via the State of Connecticut. The mission of BBHD is to improve the quality of life in our communities by monitoring the health status of our populations; investigating health problems and environmental concerns; identifying causes and risk factors to poor health; and implementing, strategies, policies, programs and services necessary to reduce injury, morbidity and mortality throughout the community.

Programs and Services

Staff: BBHD has 44 full-time employees. This includes the director of health, the school health services coordinator, sixteen school nurses, twelve health aides, two public health nurses, the senior dental hygienist, two dental hygienists, a Program Manager/Epidemiologist, a Health Educator/Emergency Preparedness and Response coordinator, the Chief Sanitarian, two Sanitarians, the office manager, and three secretary/clerks. BBHD also contracts with a CT licensed physician for services as the medical advisor and various other medical responsibilities. BBHD is governed by a Board of Health and has monthly meetings. It functions as the general policy making body for BBHD and has overall budget adoption authority. Each municipality in a health district appoints one member for each 10,000 residents or part thereof, but no municipality shall have more than five representatives. The BBHD Board is comprised of six members; five members are appointed by the Bristol Mayor and one member is appointed by the Burlington First Selectman. The term of office for members of the District Board is three years. Members may be re-appointed for consecutive terms.

The Bristol-Burlington Health District provides many essential services including but not limited to:

- Investigation, monitor and mitigation of reportable diseases, health conditions, emergency illnesses, significant laboratory findings and any other public health issues and outbreaks
- Regulation of food production and service businesses, septic systems, water supplies, childcare, personal service businesses, and public swimming areas;
- Investigation and mitigation of housing complaints, general nuisance conditions and environmental concerns
- Community health education, promotion and prevention services such as immunizations and preventive health screenings and assessments;
- School health services (Licensed Registered Nurses and Health Aides) at all Bristol schools
- Dental health services to Bristol school age children at Bristol schools and senior citizens at the Bristol Senior Center

Fiscal Year 2021 Goals and Accomplishments:

- Remained open and fully operational during the COVID-19 pandemic.
- All staff worked during the pandemic and assisted with COVID-19 mitigation activities.
- Staff operated one of the first COVID-19 testing sites in the state.
- Operated and managed COVID-19 vaccination clinics.
- Created a program to reduce childhood obesity by providing eligible families with vouchers to purchase fresh produce at our farmers market.

- Used Block Grant funds to create a program to reduce tobacco use throughout the community by offering free smoking cessation programs.
- Maintained Recovery Support services for those experiencing substance misuse/abuse.

Summary of Fiscal Year 2021-2022 Budget:

- School health services (nurses and health aides) to all students in Bristol’s school system.
- Oral health services (dental hygienists) to Bristol students and seniors.
- Credentialed Housing Code Enforcement Official to investigate complaints, remediate or abate housing hazards and enforce Bristol’s Housing Code.
- Registered Sanitarian and Environmental Health Professionals to regulate mandated activities and to enforce the minimum standards required by local, state and federal laws.
- Healthcare and mental health services for all residents of Bristol.
- Licensed public health professionals to provide COVID-19 testing and vaccinations.

Fiscal Year 2022 Goals:

- Maintain or increase the professional public health services with level funding.
- Complete our on-line database for subsurface sewage disposal systems and private water supply wells.
- Enhance and improve our website and use of social media to promote wellness and to keep the residents and business informed of important public health issues.

Long Term Goals:

- Reduce the number of children, adolescents and adults who are overweight or obese.
- Increase the proportion of residents who are immunized against preventable diseases.
- Reduce the number of residents who use tobacco
- Reduce the incidence and prevalence of overdoses.
- Reduce the number of residents who are experiencing homelessness.
- Reduce the number of residents who have suicidal ideations or take their lives.
- Reduce the number of deaths from cancer, cardiovascular diseases, and other diseases.
- Increase the proportion of persons satisfied with the quality of life in our communities.

<u>BBHD Board of Health</u>	<u>Expiration of Term</u>
William J. Brownstein, MD, Chairman - Bristol	7/2021
William Ghio – Bristol	7/2024
Jack Lu - Bristol	7/2024
Kim Ploszaj - Bristol	7/2024
Leslie Kish, MD - Bristol	7/2022
Shannon Mulz - Bristol	7/2023
Theodore Shafer, First Selectman - Burlington	7/2024

Mayor Ellen A. Zoppo-Sassu, City of Bristol Council Liaison

Budget Highlights

The fiscal year of the Health District is from July 1 to June 30. Each year, in early spring, the BBHD Board of Health has a public hearing on its proposed budget. Following the public hearing and before April 30, the Board of Health adopts its annual budget. The total budget for fiscal year FY 2020-2021 was \$3,416,455. The adopted budget for 2021-2022 is \$3,632,135.

Health and Social Services

0014210 BRISTOL/BURLINGTON HEALTH DISTRICT

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$3,216,455	\$3,416,455	\$3,416,455	\$3,682,135	\$3,632,135
		TOTAL CONTRACTUAL SERVICES	\$3,216,455	\$3,416,455	\$3,416,455	\$3,682,135	\$3,632,135
		TOTAL BRISTOL/BURLINGTON HEALTH	\$3,216,455	\$3,416,455	\$3,416,455	\$3,682,135	\$3,632,135

Amplify, Inc.

www.amplifyct.org

Service Narrative

Amplify, Inc. is one of five regional behavioral health action established by the Connecticut General Assembly in 1974 to study local needs, evaluate state funded behavioral health programs and make recommendations to the Commissioner of the Department of Mental Health and Addiction Services (DMHAS).

All 37 towns in the Hartford area, including Bristol continue to be served. This has resulted in an expanded scope of services working across the lifespan (including children) and across the continuum of prevention, treatment and recovery for mental health, problem substance use and gambling issues.

Amplify, Inc. continues to support local Catchment Area Councils (CACs) that include representatives from each town in the region. Council members gather information directly from people living with behavioral health challenges, family members, community service providers and towns about local needs and effectiveness of services and disseminate information to towns, media, legislators and the general public about service needs and issues. Bristol is served by CAC 19. Direction is provided and oversight support to Local Prevention Councils, including funding, to carry out problem substance use and mental health promotion initiatives. Bristol is well served by the B.E.S.T.-4-Bristol coalition.

Amplify Inc.'s mission is to strengthen the ability of our region to assess needs, develop plans, and advocate for strategies to advance health and inclusive communities. The goal is to serve as Bristol's strategic community partner to link state initiatives and priorities to local and regional priorities. Goals include: (1) assessing the behavioral health service needs of the region and the priorities for new or improved services; 2) evaluating state funded behavioral health services for Bristol residents; 3) providing training, resources, and technical assistance for addressing local needs and priorities; (4) ensuring the involvement of people living with behavioral health challenges and their families in planning and initiatives to address gaps and problems and; (5) communicating survey, evaluation, and study results to local providers, DMHAS and the General Assembly.

Budget Highlights

The operating budget provides for a small staff (office manager/review and evaluation coordinator) and administrative services to support the work of over 100 volunteers who carry out the work of the organization.

Health and Social Services

0014500 HEALTH AND SOCIAL SERVICES OUTSIDE AGENCIES
AMPLIFY, INC.

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
CONTRACTUAL SERVICES							
585001		AMPLIFY	\$4,233	\$4,235	\$4,235	\$4,235	\$4,235
TOTAL CONTRACTUAL SERVICES			\$4,233	\$4,235	\$4,235	\$4,235	\$4,235
TOTAL AMPLIFY			\$4,233	\$4,235	\$4,235	\$4,235	\$4,235

St. Vincent DePaul Society

Christine Theborge, Executive Director
19 Jacobs Street
(860) 589-9098

Service Narrative

The St. Vincent DePaul Mission’s purpose is to promote effective community responses to the housing and emergency shelter needs of low and lower income groups in Bristol. This is accomplished through social planning, advocacy, negotiations, and action, involving those bodies capable of addressing housing and emergency shelter needs, and those groups or individuals in need of housing and emergency shelter.

The purpose is also to provide housing for the homeless and to operate such housing as well as to provide auxiliary services to aid the homeless in acquiring housing and to help them to improve their lives.

The Bristol Homeless Shelter was founded in 1984 as the Bristol Emergency Shelter and Housing Coalition. It is a 25 bed emergency shelter for men, women and children, and provides food, shelter, and case-management and referral services.

A Rapid Re-Housing program was started in July 2016. St. Vincent DePaul will contract with Community Health Resources to provide this service to area residents. It is estimated that 20 individuals and 20 families will receive rapid re-housing and relocation from the shelter with support case management.

Budget Highlights

The City of Bristol was awarded a CARES Act grant in the amount of \$393,989 from the US Department of Housing and Urban Development to address the COVID-19 pandemic. These funds will be used to assist the St. Vincent DePaul mission to expand services to homeless people. As a result of this grant, City funding was eliminated for the 2020-2021 budget.

0014500 HEALTH AND SOCIAL SERVICES OUTSIDE AGENCIES
ST. VINCENT DEPAUL SOCIETY

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
CONTRACTUAL SERVICES							
585004		ST. VINCENT DEPAUL SOCIETY	\$30,000	\$0	\$0	\$42,645	\$15,000
TOTAL CONTRACTUAL SERVICES			\$30,000	\$0	\$0	\$42,645	\$15,000
TOTAL ST. VINCENT DEPAUL SOCIETY			\$30,000	\$0	\$0	\$42,645	\$15,000

North Central CT/Emergency Medical Services (C-MED)

www.northcentralctems.org

Service Narrative

C-MED is responsible for coordinated medical emergency direction through a communications system. The annual assessment is based on a per capita rate of 89.512 cents per capita from the State of Connecticut for each community that acknowledges C-MED as its provider. Community financial support of the system guarantees reliable ambulance to hospital communications and online medical control, Mass Casualty Incident Coordination, and EMD (Emergency Medical Dispatch) mutual aid call-out.

C-MED participates in drills which test surge capacity at care sites and assesses communications during a large scale event. Participating in drills helps local emergency staff to become better trained on C-MED and regional procedures.

Twenty-nine cities and towns within the North Central operational region currently contribute to the operations of the North Central CMED Center.

Budget Highlights

0014500 HEALTH AND SOCIAL SERVICES OUTSIDE AGENCIES C-MED			2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
OBJECT	PROJECT	DESCRIPTION					
CONTRACTUAL SERVICES							
585005	C-MED		\$53,907	\$53,740	\$53,740	\$54,555	\$54,555
TOTAL CONTRACTUAL SERVICES			\$53,907	\$53,740	\$53,740	\$54,555	\$54,555
TOTAL C-MED			\$53,907	\$53,740	\$53,740	\$54,555	\$54,555

Mayor’s Task Force on HIV/AIDS

Service Narrative

The Bristol Mayor’s Task Force on HIV/AIDS has been in existence since 1991. The mission of the Mayor’s Task Force on HIV/AIDS is “to coordinate HIV/AIDS efforts in the City of Bristol, to educate the public, and to increase public awareness about the HIV/AIDS epidemic in the Bristol area”. The task force has representatives from health care agencies, social service organizations, clergy, youth organizations, HIV/AIDS service providers and interested community members.

The Mayor’s Task Force on HIV/AIDS is responsible for providing various baseline guides for HIV and AIDS awareness and participates in events as follows:

- HIV Educational Forum
- Youth Educational Event
- National HIV Testing Day
- Cambridge Park Family Day event
- Annual Rockwell Park Festival
- Annual HIV/AIDS Candle Light Vigil Celebration
- World AIDS Day

Budget Highlights

0014500 HEALTH AND SOCIAL SERVICES OUTSIDE AGENCIES
MAYOR'S TASK FORCE ON AIDS

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
CONTRACTUAL SERVICES							
585098		MAYOR'S TASK FORCE ON AIDS	\$1,447	\$1,500	\$1,500	\$1,500	\$1,500
TOTAL CONTRACTUAL SERVICES			\$1,447	\$1,500	\$1,500	\$1,500	\$1,500
TOTAL MAYOR'S TASK FORCE ON AIDS			\$1,447	\$1,500	\$1,500	\$1,500	\$1,500

Veterans Strong Community Center

Donna Dognin, Executive Director/Veterans Assistance Specialist
860-584-6258
donnadognin@vetstronginc.org

Service Narrative

The Veterans Strong Community Center (VSCC) is a regional information and resource center for all Veterans, Service Members and Military Families, regardless of branch or component of service, or status of discharge. In June 2017, a partnership was forged to support and expand the VSCC to include the communities of Bristol, Plymouth, Thomaston, Wolcott, Plainville, Burlington, and Harwinton. The VSCC is a former United States Army Reserve program that now operates as its own 501(c)3 non-profit organization. The VSCC will provide outreach and give the veterans of these communities greater access to whatever programs or services they need. Knowledgeable staff will help to identify what services may be available and then provide the connection to the resources.

Assistance with the following programs/services include but are not limited to: applying for Soldiers', Sailors', and Marines' fund assistance, helping obtain employment, finding emergency financial assistance, obtaining information for Post 9/11 GI Bill for college education, speaking at local groups for general information, learning about other benefits and services, requesting DD214 (discharge papers), finding resources to help with homelessness and much more.

For more information on hours of operation, updates on specific programs and services, and upcoming events, visit www.vetstronginc.org or the Facebook page, "Veterans Strong Community Center" and follow the VSCC on Instagram and Twitter @VSCCBristolCT.

Budget Highlights

0014500 HEALTH AND SOCIAL SERVICES OUTSIDE AGENCIES
VETERANS STRONG COMMUNITY CENTER

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
CONTRACTUAL SERVICES							
585204		VETERANS STRONG	\$13,305	\$13,305	\$13,305	\$13,305	\$13,305
TOTAL CONTRACTUAL SERVICES			\$13,305	\$13,305	\$13,305	\$13,305	\$13,305
TOTAL VETERANS STRONG			\$13,305	\$13,305	\$13,305	\$13,305	\$13,305

Cemetery Upkeep
West Cemetery Association
 860-583-6133
 westcembristol@yahoo.com

Service Narrative

Although the West Cemetery is City owned, the care, custody, and management of the cemetery was delegated by the City to the West Cemetery Association (WCA) on October 12, 1889. The WCA is mostly self-providing and is governed by a twelve-member board of trustees all of whom donate their time and services. WCA employs a manager who supervises the day-to-day operations of both West Cemetery and Peacedale Cemetery; a full-time cemetery grounds foreman; a part-time assistant manager and part-time seasonal laborers.

Various special projects are financed by the City of Bristol, such as grounds maintenance of the “Soldiers Ground” at West Cemetery and grounds maintenance of the “Old North” (Lewis Street) and “South” (Downs Street) cemeteries. The WCA has a yearly contract with the City of Bristol for cemetery management and property management of the “Lake Avenue Cemetery”.

Budget Highlights

0014550 CEMETERY UPKEEP

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
CONTRACTUAL SERVICES							
531400		SOLDIER'S	\$1,300	\$1,300	\$1,300	\$1,300	\$1,300
531405		LEWIS STREET	25,020	25,020	25,020	25,020	25,020
531410		DOWNNS STREET	12,324	12,325	12,325	12,325	12,325
531415		LAKE AVENUE	40,375	40,375	40,375	40,375	40,375
TOTAL CONTRACTUAL SERVICES			\$79,019	\$79,020	\$79,020	\$79,020	\$79,020
TOTAL CEMETERY UPKEEP			\$79,019	\$79,020	\$79,020	\$79,020	\$79,020

School Readiness Program

Mary Alice Petrucelli-Timek, Coordinator
 (860) 584-7812 ext. 451248
 maryalicepetrucellitimek@bristolct.gov

Service Narrative

PA 97-259, an Act concerning School Readiness and Child Day care, established a grant program to provide the State’s contribution for financial support to Priority School Districts in the establishment of school readiness programs for young children (ages 3-4) in the community. This legislation also mandated the requirement for the community to establish a School Readiness Council.

Fiscal Year 2021 Goals and Accomplishments:

- Programs remained open from June till present during the pandemic. The essential services were provided to families and children.
- Virtual training with the kindergarten and pre-k teachers on April 21, 2021.
- Implemented a new program called Ready4K. Started February 2021. This scientific evidence text based program will engage parents using a curriculum that focuses on social/emotional learning. Presently 431 families are enrolled. Survey showed 83% stated Ready4K has increased their confidence as a parent; 92% stated the texts have

- helped them feel supported and 100% stated the texts have help their children learn and grow.
- Virtual presentation of The Polar Express. The School Readiness Council (SRC) along with our collaborative partners (Bristol Library, Parks, Recreation, Youth and Community Services, Walmart, Bristol Early Childhood Alliance, Boy Scouts and Kim in the Middle students) presented a 45 minute program that was viewed over 130 times, and was liked approximately 5,000 times on Facebook.
 - Tasty Tuesdays a monthly presentation supported by the SRC Health Committee. ShopRite nutritionist shares information, recipes and product to increase the knowledge of healthy eating with families of young children.
 - Conducted campaign to register children for Kindergarten in collaboration with the BOE with the reinstatement of the Fire Truck Ride Raffle for the first day of school for children registered on time.
 - Opened Story Walk at Rockwell Park June 6, 2021. This concept brings literacy and nature together for families to enjoy.

Summary of Fiscal Year 2021-2022 Budget:

- COVID-19 changed everything in early care and education this past year. The Office of Early Childhood and Governor Lamont's Executive Orders were numerous and ever changing. New policies and procedures happened daily to keep children and staff safe. Since early care and education was deemed an essential business, the SR Programs were requested to remain open to serve essential workers, and families that needed care for their children.
- The Office of Early Childhood changed reimbursement payments, sizes of classrooms, and hours of operation which impacted the financial stability of the Programs, but our Programs are still operating.
- The School Readiness Department is requesting the basic requirement of \$25,000 from the City to receive the Administrative funding of \$100,000.

Fiscal Year 2022 Goals:

- Implement the Ready4K program, with outreach to all Bristol families to opt into this text based program. The goal by the end of 2022 is to have 520+ families fully engaged with the program utilizing the local links to the resources in our community.
- Track parents in the Ready4K program and follow the families as they proceed through the pre-k years into kindergarten to identify incoming kindergarten students and their needs.
- Continue virtual Learning opportunities for families to be used in their homes to expand learning opportunities.
- Engage and encourage families, to us the School Readiness Programs, to make connections. Therefore when they feel ready to enroll their children in a center-based program, they will consider the School Readiness programs.
- To achieve full capacity of School Readiness programs.
- Assist School Readiness staff to move forward with the new policies and procedures and ongoing changes in early care and education.
- Encourage all Early Childhood Education (ECE) staff to get vaccinated with a COVID vaccine.

Long Term Goals:

- Continue pressuring the Office of Early Childhood to look at requiring programs to provide worthy wages for the staff and include funds from the State/Federal Government to ensure this occurs.
- Engage parents to be part of the learning environment starting at a younger age. The pandemic showed the importance of having all parents involved as the "first teacher" of their children, as a large percentage removed their children from ECE learning

Health and Social Services

experience. The School Readiness Council, along with our collaborative partners need to give parents the tools and knowledge to do this by doing more outreach to families not actively in our program.

- Build trust with parents to again feel comfortable leaving their child in a quality School Readiness program.
- Reinforce the safety measures being taken to protect children, since vaccines for young children are not available at this time

Performance Measures

Quantitative

Activity	2019-2020	2020-2021	2021-2022
School Readiness Award	\$2,939,412	\$2,939,412 *	\$2,939,412
School Readiness Slots – Full Day/Full Year	238	241*	243
Part Day/Part Year	159	152*	149
Total	397	393*	392

** Since there are new class size regulations in place during COVID-19, some of the learning experience may be distant learning*

Qualitative:

The School Readiness grant manager works with early care and education providers and the community to ensure quality early care and education is available to Bristol families. Special attention and numerous hours are spent with School Readiness providers to make sure all eleven components of the School Readiness Grant are incorporated into their programs and that they are in compliance with the requirements of the grant.

Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$91,603	\$93,414	\$0
Full Time Position	1	1	1

Budget Highlights

In 2021-2022, the Office of Early Childhood anticipates that the School Readiness Program will be level funded in the new fiscal year, but because of COVID-19 the number of children served at the program facility may be less with some children taking part in distant learning.

0014654 SCHOOL READINESS

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$91,603	\$0	\$93,414	\$0	\$0
		TOTAL SALARIES	\$91,603	\$0	\$93,414	\$0	\$0
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$28,800	\$21,750	\$29,186	\$22,450	\$22,450
531140		TRAINING	1,200	1,200	1,200	1,200	1,200
531160		PROGRAM CONTRIBUTIONS/GRANT SERVICES	2,788,473	0	2,828,058	0	0
531170		QUALITY ENHANCEMENT PURCHASE SERVICES	18,717	0	18,756	0	0
553100		POSTAGE	71	250	250	200	200
554000		TRAVEL REIMBURSEMENT	840	1,100	600	600	600
557700		ADVERTISING	0	400	50	100	100
581120		CONFERENCES AND MEMBERSHIPS	50	50	50	150	150
		TOTAL CONTRACTUAL SERVICES	\$2,838,151	\$24,750	\$2,878,150	\$24,700	\$24,700
SUPPLIES AND MATERIALS							
569000		OFFICE SUPPLIES	\$156	\$250	\$250	\$300	\$300
		TOTAL SUPPLIES AND MATERIALS	\$156	\$250	\$250	\$300	\$300
		TOTAL SCHOOL READINESS PROGRAM	\$2,929,910	\$25,000	\$2,971,814	\$25,000	\$25,000

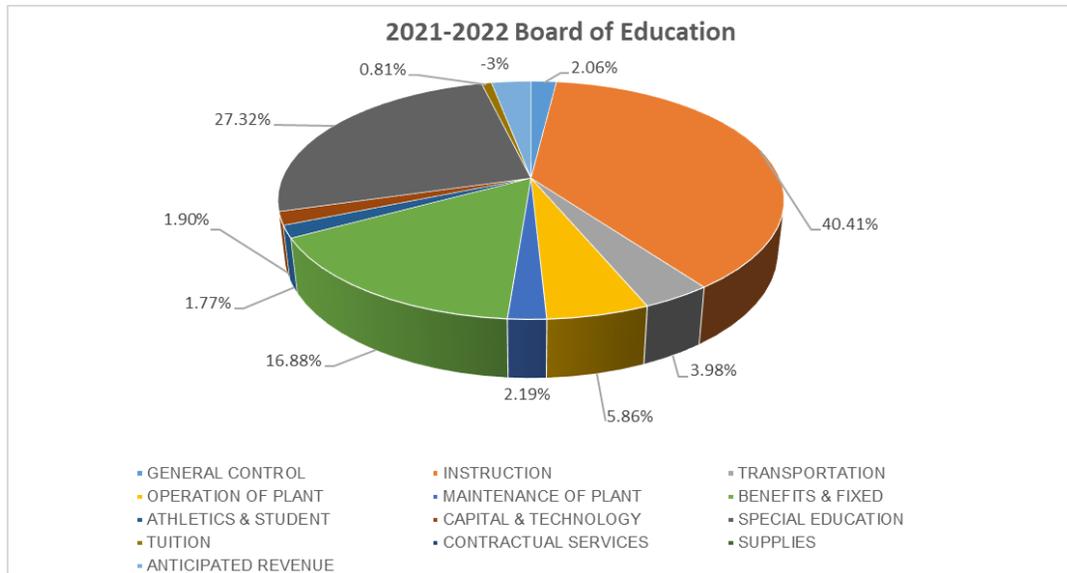




Board of Education

Dr. Catherine M. Carbone
 Superintendent of Schools
 129 Church Street
 860-584-7000

EDUCATION EXPENDITURE OBJECTS	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
GENERAL CONTROL	\$2,368,236	\$2,018,949	\$2,018,949	\$2,531,724	\$2,505,724
INSTRUCTION	47,865,411	48,678,893	48,678,893	49,254,445	49,176,125
TRANSPORTATION	3,984,834	4,685,754	\$4,685,754	4,962,225	4,842,225
OPERATION OF PLANT	6,696,735	7,138,477	7,138,477	7,240,390	7,124,150
MAINTENANCE OF PLANT	2,525,655	2,890,739	2,890,739	2,963,949	2,663,749
BENEFITS & FIXED	2,692,292	19,944,071	19,944,071	21,596,874	20,531,234
ATHLETICS & STUDENT	1,777,648	2,141,958	2,141,958	\$2,151,083	\$2,151,083
CAPITAL & TECHNOLOGY	1,919,025	2,135,343	2,135,343	2,433,249	2,311,649
SPECIAL EDUCATION	30,586,083	32,954,772	32,954,772	33,345,759	33,245,759
TUITION	1,007,037	981,634	981,634	990,000	990,000
CONTRACTUAL SERVICES	31,539	0	0	0	0
SUPPLIES	48,796	0	0	0	0
ANTICIPATED REVENUE	(3,665,428)	(4,548,590)	(4,548,590)	(3,891,698)	(3,891,698)
TOTALS	\$97,837,863	\$119,022,000	\$119,022,000	\$123,578,000	\$121,650,000



District Mission Statement

Teach & Learn with Passion & Purpose

Service Narrative

The Bristol Public School system provides educational services ranging from pre-school through adult education programs. Bristol is known as one of the most effective urban school districts in the State of Connecticut. Bristol educators provide the diverse student population with an education that includes concern for social-emotional wellbeing and rigorous academics. Acknowledged across Connecticut for its data-driven decision-making model, Bristol educators use multiple data sources to engage in a continuous improvement model focused upon improving students' academic, physical, social and emotional achievement.

Within the school district, there are six elementary schools which accommodate learners in pre-kindergarten through grade five. West Bristol and Greene-Hills Schools, opened in 2012, are state-of-the-art facilities with students in grades preK-8. Two grades 6-8 middle schools, Chippens Hill and Northeast, also provide high quality, rigorous programs. Our two comprehensive high schools provide students in grades nine through twelve with the opportunity to enroll in 21 Advanced Placement (AP) or UCONN courses, the AVID (Advancement Via Individual Determination) Program focused on accelerating the academic skills of students who will be first generation college students, as well a wide-range of career and technical education options. Our graduates are accepted at top-tier colleges and universities nationwide. Students also choose to enlist in the military, join the workforce and continue their studies in post-secondary vocational training upon graduation.

In addition to its traditional public school programs, Bristol Preparatory Academy provides an alternative high school education program. Bristol's program for intellectually gifted learners includes programming in grades 4-8, a gifted coach in each school who serves as a teacher resource and who provides after-school enrichment activities such as Invention Convention, Mock Trial and Model U.N. A variety of College Pathways have been articulated with Tunxis Community College, University of Connecticut and Central Connecticut affording students' opportunities to earn up to 12 college credits while still in high school.

Our academic programs are complemented by a wide variety of extracurricular activities, including intramural, interscholastic and Unified Sports, instrumental and vocal music programs, fine arts experiences, clubs and honor societies.

Before and after school childcare programs are available in all of the K-5 and K-8 schools.

Alliance Grant: The Bristol Public Schools qualified as one of the Commissioner of Education's Alliance Districts in June of 2012. An appropriation in excess of \$5 million is provided to the district to fund initiatives aimed at improving student achievement in the areas of literacy and numeracy, and talent development of our professional staff. These funds were used to implement full day kindergarten and fund a preschool classroom.

Other competitive grants include School Readiness, and grants from the Main Street Community Foundation, Bristol Business Education Foundation, United Way and other private sources.

Fiscal Year 2021 Goals and Accomplishments:

- Students attending the Bristol Public Schools will demonstrate growth toward mastery as measured by a variety of assessments in the areas of English language arts and mathematics, and content specific AP.

Summary of Fiscal Year 2021-2022 Budget:

- The District's greatest budgetary challenge continues to be the unpredictability of costs for special education. The direct impact of this imbalance falls upon the regular education budget.
- In an effort to reduce our costs, space has been provided to CREC Soundbridge, the District's provider of services to students with significant hearing loss. This program has the benefit of not incurring out-of-town transportation costs.

Fiscal Year 2022 Goals:

- Through continuous training and collaborative planning, improving Tier I instruction by the classroom teacher will assist more students in making gains in their academic and social-emotional learning.
- The Special Services Department continues to develop and expand in-district programs for students with significant disabilities instead of out-placement.
- By utilizing additional grant funding sources, we will bolster support to all students following the Covid-19 pandemic through targeted intervention strategies and additional staff.

Long Term Goals:

The Bristol Board of Education produces an annual Accountability Plan containing goals related to academic performance in mathematics, reading, writing and science, physical fitness, earning college credit prior to graduation and attendance. Each school creates a School Improvement Plan, crafted using student data and measuring growth in student achievement and other indicators. Plans are updated annually with new targets set as student performance improves. All of the school accountability plans are available on the district's website at www.bristol.k12.ct.us with direct links to each school's homepage.

The long range goals of the Bristol Public Schools include:

- Marketing the high quality education students receive in our schools;
- Exceeding a 90%, 4-year graduation rate in both high schools and for the district.
- Increasing the district's Accountability rating on the 12 attributes created by the Connecticut State Department of Education every year.
(Percentage at proficiency, growth, chronic absenteeism, ready for post-secondary education, career and technical education/arts, physical fitness).

The goals of the Board of Education include:

- Secure necessary funding through public and private partnerships.
- Hire a highly qualified, diverse staff.
- Narrow the achievement gap.
- Provide a safe learning climate.

The Board's Core Values include:

- Excellence
- Innovation
- Trust
- Inclusiveness
- Accountability

Performance Measures

(** Updated performance measures are unavailable due to the waiver for state testing during the pandemic)

The Next Generation Accountability System for the State of Connecticut provides districts and schools with performance indices for several indicators of a high-performing, high-achieving educational system.

Literacy Achievement

The English Language Arts (ELA) Performance Index reflects students' achievement on the Smarter Balanced Assessment in Literacy for grades 3-8 and students' achievement on the SAT for grade 11. The performance index is calculated using a formula that includes the range of obtainable scores and the grade level average achieved.

	ELA Performance Index - All Students 14-15	ELA Performance Index - All Students 15-16	ELA Performance Index - All Students 16-17	ELA Performance Index - All Students 17-18	DIFFERENCE FROM 16-17 to 17-18 PERFORMANCE INDEX ALL STUDENTS
STATE	67.9	67.7	67.1	67.6	0.5
DISTRICT	66.4	66.4	65.7	65.7	0
Bristol Central High School	59.9	58	55.6	54.5	-1.1
Bristol Eastern High School	62.3	57.4	59.5	55.2	-4.3
Chippens Hill Middle School	66.2	65.5	66.7	66.9	0.2
Northeast Middle School	68.4	71.6	71.2	72.2	1
Greene Hills School	67.1	66.3	65.9	65.2	-0.7
West Bristol School	66.5	67.5	66.8	67.5	0.7
Edgewood	70.6	72.7	73.1	71.6	-1.5
Hubbell	70.4	70	66.2	69	2.8
Ivy Drive	73.6	72.7	70.5	69.2	-1.3
Mt. View	69.1	71.1	71.5	74.7	3.2
South Side	71.3	72.1	69.4	72.3	2.9
Stafford	69.8	69.6	65.8	68.9	3.1

Math Achievement

The Math Performance Index reflects students' achievement on the Smarter Balanced Assessment for grades 3-8 and students' achievement on the SAT for grade 11. The performance index is calculated using a formula that includes the range of obtainable scores and the grade level average achieved.

	Math Performance Index - All Students 14-15	Math Performance Index - All Students 15-16	Math Performance Index - All Students 16-17	Math Performance Index - All Students 17-18	DIFFERENCE FROM 16-17 TO 17-18 Math Performance Index All Students
STATE	59.3	61.4	62.2	62.7	0.5
DISTRICT	57	59.5	59.6	59.9	0.3
Bristol Central High School	48	55.3	51.3	53.3	2
Bristol Eastern High School	46.7	52.1	54.7	50.9	-3.8
Chippens Hill Middle School	56.6	57.8	57.4	57.4	0
Northeast Middle School	59.7	63.1	65.3	66	0.7
Greene Hills School	57.6	58.6	59.3	59.2	-0.1
West Bristol School	57.9	59.1	59.9	61.8	1.9
Edgewood	62.3	66.3	67.1	66.6	-0.5
Hubbell	61.4	63.3	59.8	60.6	0.8
Ivy Drive	68	69.3	66.8	67.5	0.7
Mt. View	61.6	64.4	67.3	68.5	1.2
South Side	62.1	63.6	65.1	69.1	4
Stafford	61.4	62.9	62.1	63.6	1.5

Board of Education Summary

Reduction of Chronic Absenteeism

Recognizing the value of regular school attendance, the state of Connecticut includes reducing chronic absenteeism as a primary goal for school districts across the state. Students are considered chronically absent when they miss 10% or more of the days in which they are enrolled.

	Chronic Absenteeism All Students 14-15	Chronic Absenteeism All Students 15-16	Chronic Absenteeism All Students 16-17	Chronic Absenteeism All Students 17-18	Chronic Absenteeism All Students 18-19	DIFFERENCE FROM 17-18 TO 18-19 Chronic Absenteeism All Students
STATE	10.6%	9.6%	9.9%	10.7%	10.4%	-.3%
DISTRICT	10.8%	8.7%	8.0%	8.4%	9.6%	1.2%
Bristol Central High School	15.5%	12.0%	10.8%	11.5%	14.3%	2.8%
Bristol Eastern High School	12.7%	11.6%	10.2%	10.8%	11.2%	0.4%
Chippens Hill Middle School	9.7%	9.3%	8.6%	9.2%	6.6%	-2.6%
Northeast Middle School	6.0%	3.4%	4.7%	3.6%	4.8%	-1.2%
Greene Hills School	7.5%	7.9%	4.9%	5.3%	6.8%	1.5%
West Bristol School	10.4%	8.0%	6.9%	8.2%	9.6%	1.4%
Edgewood	8.1%	1.8%	2.7%	2.1%	4.7%	2.6%
Hubbell	5.8%	5.1%	5.4%	6.1%	5.7%	-0.4%
Ivy Drive	4.9%	4.3%	4.6%	2.5%	4.4%	1.9%
Mt. View	2.7%	3.5%	2.4%	2.1%	3.1%	1%
South Side	8.7%	5.6%	5.0%	4.9%	4.9%	0.0%
Stafford	18.8%	5.9%	5.6%	6.4%	6.5%	0.1%

Board of Education Summary

Rigorous Coursework

Other indicators within the CT Next Generation Accountability System reflect the percentage of students enrolled in college-credit bearing courses or courses that are in defined career pathways to measure students' college and career readiness. A second indicator within this category reflects the percentage of students who successfully meet the College Readiness benchmarks on the SAT as set by the College Board and those who earn a three or better on Advanced Placement exams.

	Preparation for CCR - % Taking Courses 14-15	Preparation for CCR - % Taking Courses 15-16	Preparation for CCR - % Taking Courses 16-17	Preparation for CCR - % Taking Courses 17-18	Preparation for CCR - % Taking Courses 18-19	DIFFERENCE FROM 17/18-18/19: % Taking Courses
STATE	66.10%	67.60%	70.70%	74.8%	80.0%	5.2%
DISTRICT	55.70%	57.50%	65.70%	68%	72.5%	4.5%
Bristol Central High School	60.80%	64.10%	69.10%	72%	79.6%	7.6%
Bristol Eastern High School	53.80%	55%	65%	69.8%	70.1%	.3%

	Preparation for CCR - % Passing Exams 14-15	Preparation for CCR - % Passing Exams 15-16	Preparation for CCR - % Passing Exams 16-17	Preparation for CCR - % Passing Exams 17-18	Preparation for CCR - % Passing Exams 18-19	DIFFERENCE FROM 16/17-17/18: % Passing Exams
STATE	37.30%	40.70%	43.50%	44.8%	42.6%	-2.2%
DISTRICT	29.10%	33.60%	37.60%	38.3%	34.2%	-4.1%
Bristol Central High School	31.40%	39.00%	39.00%	41.0%	37.1%	-3.9%
Bristol Eastern High School	29.70%	32.30%	40.70%	41.5%	37.6%	-3.9%

Board of Education Summary

Graduation Rate

Another indicator is the percent of students who graduate high school within four years.

	4-year Graduation - All Students (2014 Cohort)	4-year Graduation - All Students (2015 Cohort)	4-year Graduation - All Students (2016 Cohort)	4-year Graduation - All Students (2017 Cohort)	4-year Graduation - All Students (2018 Cohort)	DIFFERENCE FROM 2017 Cohort to 2018 Cohort
STATE	87.0%	87.2%	87.4%	87.9%	88.3%	-1.7%
DISTRICT	81.8%	81.3%	83.2%	87.00%	90.0%	3.0%
Bristol Central High School	83.0%	81.8%	83.7%	86.2%	89.7%	3.5%
Bristol Eastern High School	84.3%	86.7%	90.5%	94.3%	93.0%	-1.3%

Expenditure and Position Summary

	<u>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022</u>
Salary Expenditures*	\$69,791,929	\$69,927,336	\$70,013,956
Full time Positions	957	953	952

*The salary expenditures represent funding from the General Fund only, excluding grant salary expenditures.

Personnel – General Fund	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022
Teachers	574	570	568	568	564
Administrative & non-teaching	381	386	389	385	379
Total	955	956	957	953	943
Bristol Federation of Teachers - Local 1464	574	570	568	568	564
Bristol Association of Principals & Supervisors	30	31	37	35	35
Bristol Municipal Employees Local 2267 <i>Custodial, Maintenance, Paraprofessionals, Building Aides & Cafeteria Workers</i>	260	260	259	259	259
Council 4 AFSCME 818 Supervisors	6	6	4	4	4
Non-Bargaining Employees	15	19	20	20	21
Secretaries & library clerks – Local 3551	70	70	69	67	69
Total	955	956	957	953	952

Historic Elementary, Middle and High School Enrollments (K-12)¹

School	10-1-14	10-1-15	10-1-16	10-1-17	10-1-18	10-1-19	10-1-20
Edgewood	339	342	326	288	276	286	265
Hubbell	427	457	438	423	414	398	393
Ivy Drive	408	405	396	382	386	376	374
Mt. View	385	379	368	359	366	338	319
South Side	538	500	489	479	507	507	478
Stafford	459	461	457	406	374	375	331
Elementary Total:	2,556	2,544	2,474	2,337	2,323	2,280	2,160
Chippens Hill	775	713	773	725	782	757	726
Northeast	436	444	466	463	501	478	436
Middle School Total:	1,211	1,157	1,239	1,188	1,283	1,235	1,162
Greene-Hills	895	930	925	909	925	921	916
West Bristol	919	919	893	909	911	920	850
K-8 Total:	1,814	1,849	1,818	1,818	1,836	1,841	1,766
Bristol Central	1,182	1,150	1,128	1,125	1,176	1,187	1,224
Bristol Eastern	1,255	1,199	1,136	1,116	1,080	1,079	1,120
Bristol Prep Academy		48	46	49	36	40	47
High School Total:	2,437	2,397	2,310	2,290	2,292	2,306	2,391
Total Enrollment	8,018	7,947	7,841	7,633	7,734	7,662	7,724
Out-placed Spec. Ed.	79	79	92	107	114	111	108

¹Note: Excludes After School Enrichment Program

Board of Education Members

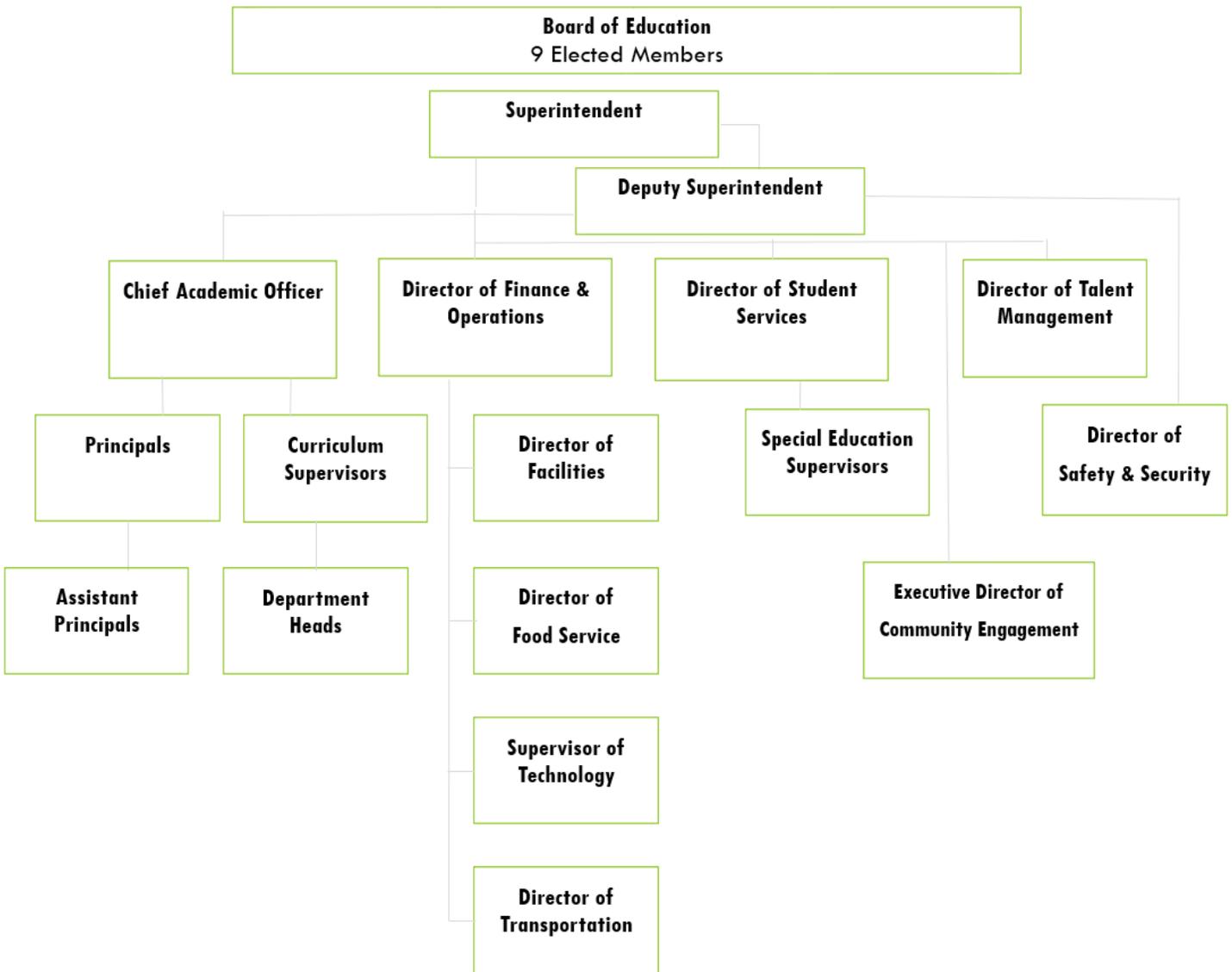
Jennifer Dube, Chairman
 Allison Wadowski, Secretary
 Thomas P. O'Brien
 John Sklenka
 Christopher Wilson

Kristen Giantonio, Vice-Chairman
 Eric Carlson
 Shelby Pons
 Karen Vibert
 Board Liaison: Peter Kelley

Central Office Administration

Dr. Catherine Carbone, Superintendent
 Dr. Michael Dietter, Deputy Superintendent
 Dr. Samuel Galloway, Director of Human Resources
 Ms. Carly Fortin, Director of Teaching & Learning
 Ms. Jill M. Browne, Director of Finance & Operations
 Ms. Kimberly Culkin, Director of Special Services

Organizational Chart



Budget Highlights

2021-2022 BUDGET
GENERAL FUND EXPENDITURE SUMMARY FOR EDUCATION

ORG CODE	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
1100	REGULAR INSTRUCTION	\$12,827,901	\$12,388,345	\$12,388,345	\$12,185,670	\$12,185,670
1102	ART	1,739,669	1,838,924	1,838,924	1,749,812	1,749,812
1103	BUSINESS EDUCATION	345,619	392,062	392,062	330,309	330,309
1105	LANGUAGE ARTS	3,439,785	3,497,829	3,497,829	3,666,280	3,666,280
1106	WORLD LANGUAGES	1,415,819	1,457,813	1,457,813	1,547,682	1,547,682
1108	WELLNESS	601,378	639,424	639,424	674,302	674,302
1109	FAMILY & CONSUMER SCIENCE	258,836	293,260	293,260	250,985	250,985
1110	TECHNOLOGY EDUCATION	914,661	1,007,275	1,007,275	999,076	999,076
1111	MATH	3,663,554	3,786,361	3,786,361	3,860,358	3,860,358
1112	MUSIC	1,485,649	1,628,576	1,628,576	1,627,471	1,627,471
1113	SCIENCE	3,519,772	3,766,788	3,766,788	3,480,476	3,480,476
1114	READING	40,371	65,581	65,581	50,094	50,094
1115	SOCIAL STUDIES	3,306,869	3,461,631	3,461,631	3,418,698	3,418,698
1116	PHYSICAL EDUCATION	2,129,670	2,172,061	2,172,061	2,252,780	2,252,780
1120	ALTERNATIVE EDUCATION	440,351	471,743	471,743	489,246	489,246
1121	KINDERGARTEN	1,040,973	1,084,449	1,084,449	1,115,065	1,115,065
1122	PRESCHOOL PROGRAM	0	5,500	5,500	5,500	5,500
1200	SPECIAL EDUCATION	11,497,755	12,241,711	12,241,711	12,102,547	12,102,547
1201	PRESCHOOL - SPED	931,460	957,540	957,540	1,050,077	1,050,077
1260	E.S.L	680,888	666,486	666,486	860,287	860,287
1270	GIFTED/ TALENTED	100,632	122,229	122,229	126,673	126,673
1310	ADULT BASIC EDUCATION	331,760	378,818	378,818	392,740	392,740
1400	SUMMER SCHOOL	58,727	48,514	48,514	48,639	48,639
1401	SUMMER SCHOOL - SPED	187,957	192,046	192,046	199,550	199,550
2112	ATTEDANCE	9,619	0	0	0	0
2120	GUIDANCE SERVICES	1,709,641	1,818,470	1,818,470	1,846,728	1,846,728
2122	IN-HOUSE SUSPENSION	104,022	107,158	107,158	107,383	107,383
2140	PSYCHOLOGICAL SERVICES	1,415,516	1,504,112	1,504,112	1,525,172	1,525,172
2150	SPEECH PATHLOGOY	1,411,053	1,396,086	1,396,086	1,370,238	1,370,238
2190	TESTING	12,308	30,730	30,730	37,635	37,635
2195	AVID	39,902	64,350	64,350	69,950	69,950
2210	OFFICE TEACHING & LEARNING	1,317,375	1,174,587	1,174,587	1,445,532	1,367,212
2221	EDUCATIONAL MEDIA SERVICES	334,610	415,000	415,000	425,000	425,000
2222	LIBRARY & MEDIA SERVICES	877,370	974,105	974,105	966,036	966,036
2223	AUDIO-VISUAL SERVICES	4,059	12,740	12,740	7,285	7,285
2225	COMPUTER INSTRUCTION SERVICES	1,742	6,435	6,435	3,820	3,820
2226	LIBRARY AND MEDIA SERVICES	200,419	105,431	105,431	105,399	105,399
2227	AUDIO-VISUAL DW	255,921	276,855	276,855	277,952	277,952
2228	COMPUTER INSTRUCTION	1,464,427	1,745,557	1,745,557	1,918,831	1,847,531
2310	BOARD OF EDUCATION SERVICES	126,015	167,100	167,100	149,000	149,000
2320	SUPERINTENDENT	301,853	300,734	300,734	310,479	310,479
2321	DEPUTY SUPERINTENDENT	226,893	243,628	243,628	240,728	240,728
2329	HUMAN RESOURCES	610,510	592,487	592,487	647,469	621,169
2330	DISTRICT COMMUNICATIONS	0	0	0	50,000	0
2400	PRINCIPAL SERVICES	5,458,163	5,364,200	5,364,200	5,650,885	5,650,885
2510	FINANCE	3,524,845	20,677,081	20,677,081	22,379,032	21,313,392
2610	MAINTENANCE OF PLANT	2,404,265	2,675,119	2,675,119	2,744,599	2,444,399
2620	OPERATION OF PLANT	6,696,735	7,138,477	7,138,477	7,240,390	7,124,150
2630	SECURITY OF PLANT	146,675	243,620	243,620	237,350	237,350
2700	TRANSPORTATION	8,189,799	10,126,391	10,126,391	10,556,551	10,336,551
3200	STUDENT ACTIVITIES	492,917	540,617	540,617	523,785	523,785
3210	ATHLETICS	1,284,731	1,604,741	1,604,741	1,629,848	1,629,848
6120	MAGNET TUITION	838,275	693,634	693,634	700,000	700,000
6125	MAGNET TUITION - SPED	383,879	425,000	425,000	412,750	412,750
6140	VO-AG TUITION	136,460	168,000	168,000	170,000	170,000
6150	DETENTION TUITION	32,302	60,000	60,000	60,000	60,000
6160	PRIVATE TUITION	0	60,000	60,000	60,000	60,000
6170	PUBLIC TUITION - SPED	1,752,700	1,972,450	1,972,450	2,048,258	2,048,258
6180	PRIVATE TUITION - SPED	8,778,234	8,786,729	8,786,729	9,067,296	9,067,296
9000	ANTICIPATED REVENUE	(3,665,428)	(4,548,590)	(4,548,590)	(3,891,698)	(3,891,698)
0001	CONTRACTUAL OBLIGATIONS	0	(466,000)	(466,000)	0	0
TOTAL EDUCATION		\$97,837,863	\$119,022,000	\$119,022,000	\$123,578,000	\$121,650,000

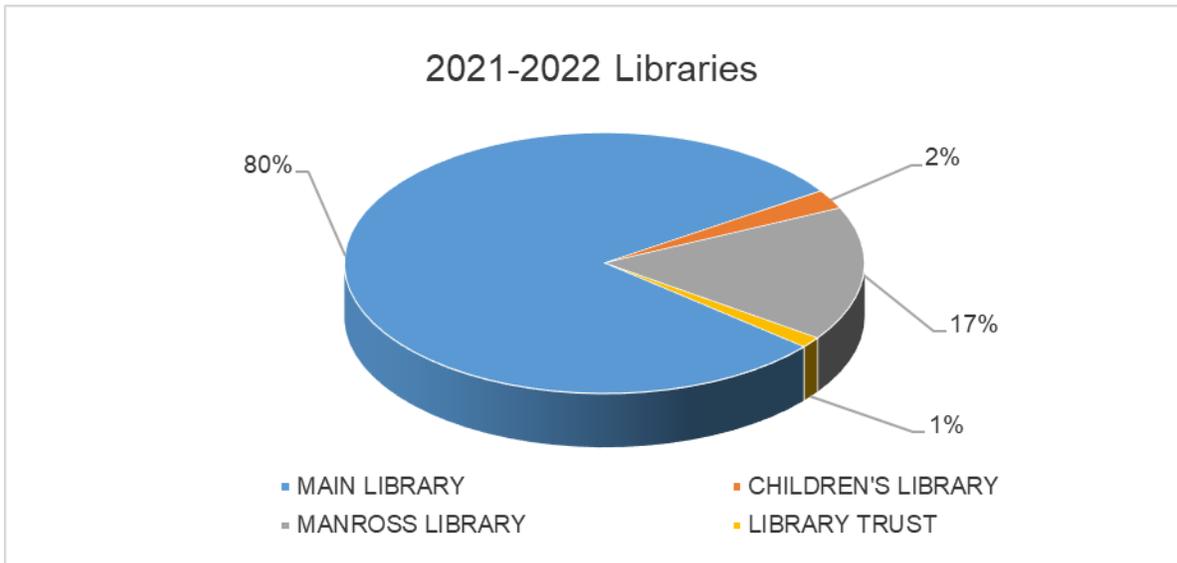


Libraries

Deborah Prozzo, Library Director
 Main Library – 5 High Street
 Manross Library – 260 Central Street
 860-584-7787
<http://www.bristollib.com/>

GENERAL FUND EXPENDITURE SUMMARY FOR LIBRARIES

ORGCODE	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
0016010	MAIN LIBRARY	\$1,847,643	\$1,976,290	\$1,976,873	\$2,017,975	\$1,964,555
0016011	CHILDREN'S LIBRARY	49,095	59,000	60,384	59,000	59,000
0016012	MANROSS LIBRARY	382,012	402,830	426,982	412,070	412,070
0016014	LIBRARY TRUST	31,517	33,260	41,951	33,670	33,670
TOTAL LIBRARIES		\$2,310,267	\$2,471,380	\$2,506,190	\$2,522,715	\$2,469,295



Service Narrative

The Bristol Public Library was established by a town meeting in October of 1891. The Library system includes the Main Library and the Manross Library in Forestville. The Bristol Public Library is divided into four activities that include the Main Library, Children’s Library, Manross Library and Library Bequest. The library has a total of 233,075 items in its collection, 215,713 are books, of which 93,682 are for children. There are over 17,362 non-print items including DVDs and audio CDs.

Our Mission Statement

The Bristol Public Library System (Library) is committed to providing the community with a friendly and knowledgeable atmosphere where educational, informational, recreational, cultural, and professional materials and services can be found in a variety of formats. An emphasis is placed on encouraging the use of the library by persons of all ages in order to stimulate lifelong learning and an appreciation for reading, and to provide a resource center for ideas and information for the entire community.

Our Vision Statement

The constant vision of the Library is to provide the community with superior library services, to serve as the cultural and intellectual crossroads of Bristol, and to be a leader among public libraries in a constantly changing world.

The Library links the patrons – individuals, businesses, schools, and local government – to timely and accurate information and knowledge to further promote the educational, social, cultural, and economic advancement of the community.

The Library will function as a community hub serving the diverse needs of Bristol’s community. The Library Staff, Board of Directors, and Friends of the Bristol Public Library System will work together to provide information, programs, and activities of diverse educational and cultural experiences.

The Library will provide and maintain materials for patrons by anticipating and responding to current needs and interests.

The Library will nurture and sustain lifelong learning of all ages by maintaining access and outreach to a broad, rich, and inclusive collection of materials in formats that patrons seek and use.



Facilities:

Main Library
5 High St., Bristol

Manross Memorial Library
260 Central St., Forestville

Fiscal Year 2021 Goals and Accomplishments:

- While having to close the library to the public with the onset of the COVID 19 pandemic, staff were able to provide limited library services via telephone, email, and online.
- Developed a comprehensive Phased Reopening Plan based on guidelines provided by the CT State Library.
- Bristol Library was one of only a handful of libraries statewide that were ready to re-open on June 17, 2020 within the scope of the sector rules for libraries as set forth by Governor Lamont.
- Awarded an Everybody Learns Grant from the State of Connecticut in the amount of \$78,327 allowing the library to expand public services capacity, purchase additional PPE and cleaning supplies, and upgrade Information Technology (IT) equipment to aid the library in providing improved virtual services.

- Awarded a Historic Preservation Grant from the State of Connecticut for \$20,000 for lead paint abatement, plaster restoration, and painting in the first floor Reading Rooms of the Main Library.
- Reviewed and updated the Collection Development Policy to reflect changing reading needs of the community, focusing on digital content resulting in an increase of 2482% of e-resources.
- Conducted outreach services at the Farmer's Market to promote library services.
- Offered more opportunities for the public to be exposed to new technologies and software through the Computer Lab focusing on job searching, resume building, unemployment filing, housing, and other urgent community needs.
- Installed LED lighting throughout the Main Library.
- Continued to partner with other City departments to provide expanded services including working with the IT Department to install additional WiFi hot spots in the Main Library parking lot.
- Rescheduled the Annual Author Luncheon, sponsored by the Friends of the Library and featuring the award-winning author Min Jin Lee, to October 2021 due to the pandemic.
- Successfully transitioned all library programming to virtual mode with no reduction in programs or services being offered, including a hybrid Winter Reading Program culminating with our first ever virtual Author Event featuring New York Times best-selling author Lisa Wingate.
- Initiated All Heart Library Grab-n-Go Service during pandemic and transitioned to a digital locker system for long-term use.
- Implemented the distance learning tool NetSupport to enable reference staff to assist patrons on computers while maintaining social distance protocols.
- Repaired climate control unit in Bristol History Room and dealt with mold remediation.
- Explored the possibility of sharing the Wowmobile (Bookmobile) with the Board of Education utilizing Manross Trust Funds.
- Finalized moving the last library Trust Fund from the Bank of America to the Main Street Community Foundation.
- Awarded an American Rescue Plan Act Grant for \$3,000 for additional air purifiers for the Main Library.
- Awarded a Thomaston Savings Bank Grant for \$2,500 for Children's materials.

Summary of Fiscal Year 2021-2022 Budget:

- Uncertainty with the continued pandemic has impacted all aspects of library services.
- In keeping with the Mayor's directive, the library budget shows no overall increase to the non-wage side of the budget.
- With the largest increases are comprised of regular wages as a result of contractual obligations. This in turn impacts overtime wages as well.
- Continue to evaluate the cost/benefits of keeping the library open on Sundays, not able to determine sustainability last fiscal year due to the pandemic forcing the library to close March 16, 2020.
- Monitor Library revenue for fines, printing, and room rental which were significantly impacted by the pandemic.
- Library Connection (LCI) annual assessment fee increased by 2.03% totaling \$52,939 for consortia membership. This service provides Bristol cardholders with expanded borrowing options and access to shared resources at other member libraries.
- Allocate more of the book budget in Program Supplies towards e-content (eBooks, eAudio), digital content through streaming services such as Hoopla, and online databases. Transitioned book funds from purchasing to leasing with Baker & Taylor, thus allowing greater turnover of the collection. Museum Pass booking software, Cassie internet software, Princh printing software, newly-added NetSupport are costly annual expenses but have played a critical role in allowing patrons "contactless" library services.

Fiscal Year 2022 Goals:

- Work towards restoring library service levels to pre-pandemic numbers.
- Continue to explore “contactless” options which enable library patrons to utilize self-service options where possible.
- Replace worn carpet border on lower level of Main Library.
- Retrieve from storage hundreds of books from the original library collection and display them in secured shelving units.
- Reconfigure library spaces according to changes under the “new normal.”
- Assess which virtual programs and services the library should consider continuing after full in-person service is restored.
- Be able to hold the Annual Luncheon in some format dependent on current CDC and State guidelines.

Long Term Goals:

- To maintain a high quality of resources, services, and programming for the public.
- Be a positive presence in the further development of the downtown area.
- Assess the feasibility of creating a joint, larger parking area to serve the Main Library and other downtown organizations/businesses.
- Expand collaboration efforts with other city departments.
- Continue to search out and apply for grants to improve library facilities and services.

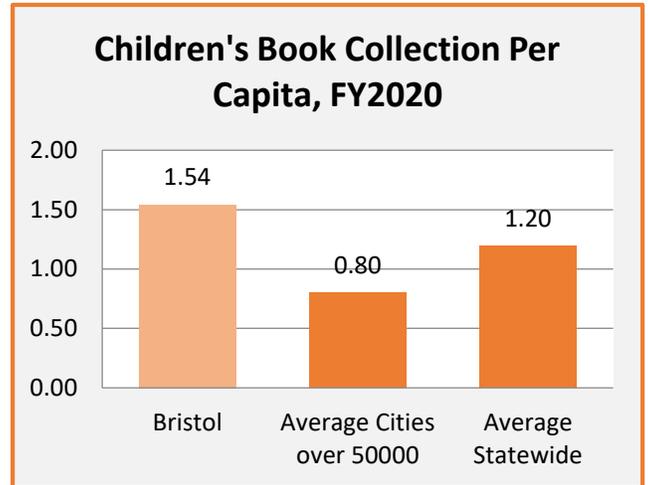
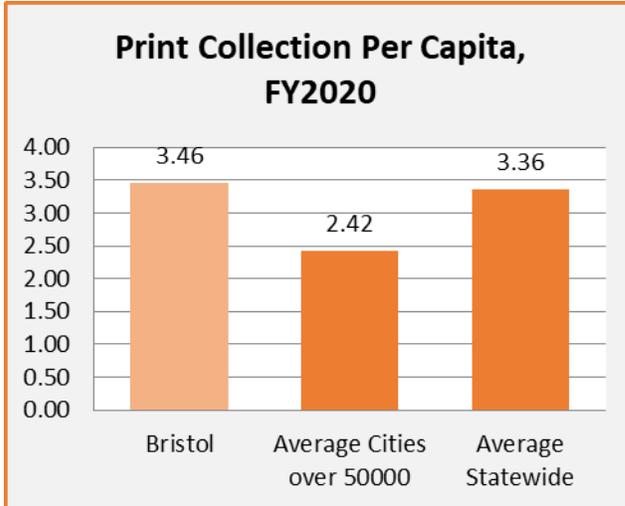
Performance Measures

Quantitative:

	FY 2018	FY 2019	FY 2020*	FY2021**
Items Circulated	234,339*	305,263	266,112	229,842
Downloadable Books	16,302	22,185	25,611	19,962
Reference Questions Answered	27,191	28,211	21,742	19,171
Internet Usage	40,494	38,657	29,961	11,189
Interlibrary Loan by Bristol Patrons	10,215	12,556	8,436	9,837
Interlibrary Loan by Other Libraries	15,207	18,232	16,492	19,829
Programs	1,167	1,264	1,151	513
Program Attendance	41,019	50,175	41,163	8,195
Computer Lab Usage	4,655	4,306	2,420	2,504
Items Added to Collection	11,867	10,843	10,360	10,395
Bristol Residents with Library cards	19,399	19,074	17,647	18,580

*Significant reductions due to State Library limits being imposed on patron-placed holds resulting in fewer checkouts.

**Statistics impacted by COVID-19, Library closed to public from March 16 – June 16, 2020.

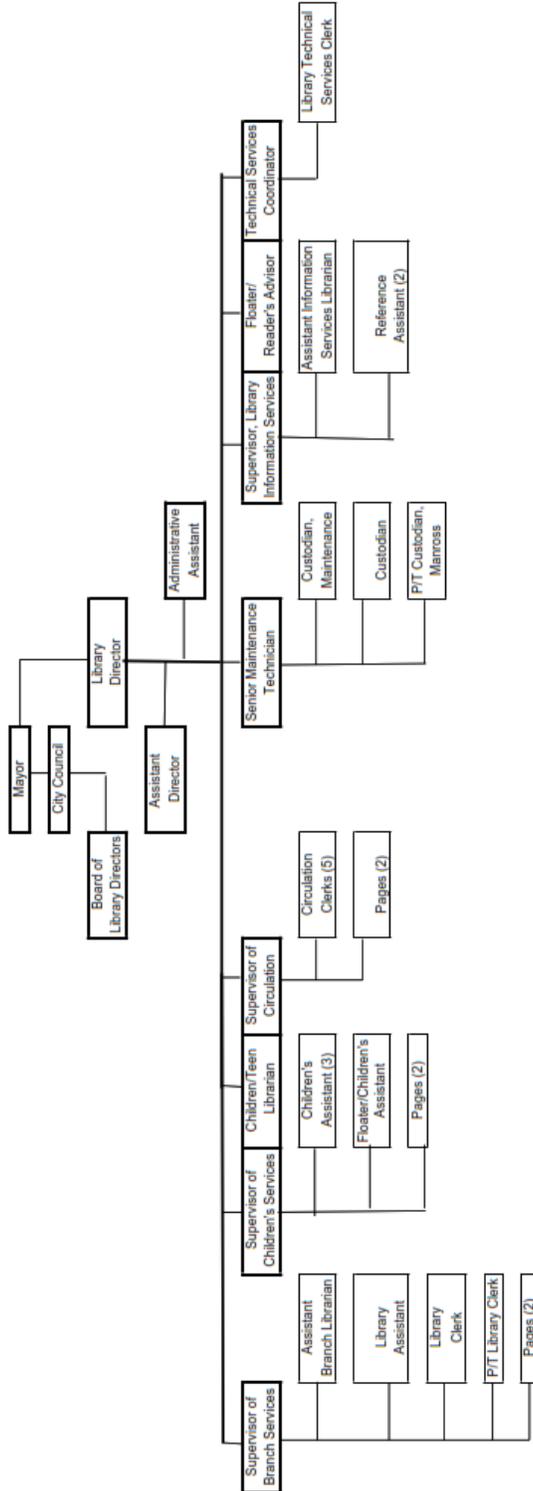


Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures			
Main Library	\$1,439,893	\$1,557,705	\$1,545,970
Manross Library	\$269,414	\$288,830	\$298,070
Full time Positions	30.5	30.5	29.5



Organizational Chart

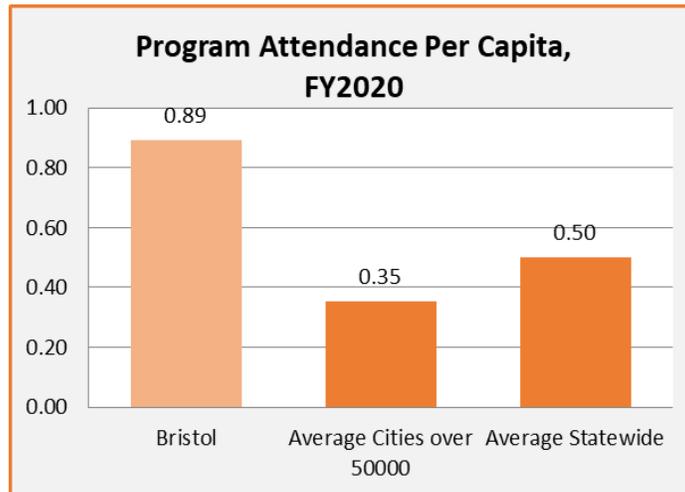


Budget Highlights

Main Library

0016010 MAIN LIBRARY

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$1,356,925	\$1,454,955	\$1,454,955	\$1,491,195	\$1,437,775
515100		OVERTIME	32,133	50,215	50,215	54,600	54,600
515200		PART TIME	42,905	44,455	44,455	49,040	49,040
517000		OTHER WAGES	7,930	8,080	8,080	4,555	4,555
TOTAL SALARIES			\$1,439,893	\$1,557,705	\$1,557,705	\$1,599,390	\$1,545,970
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$73,154	\$85,000	\$85,000	\$85,000	\$85,000
541000		PUBLIC UTILITIES	102,779	110,000	110,000	110,000	110,000
541100		WATER AND SEWER CHARGES	2,965	3,500	3,500	3,500	3,500
542140		REFUSE	164	200	200	200	200
543000		REPAIRS AND MAINTENANCE	35,038	38,000	38,000	38,000	38,000
543100		MOTOR VEHICLE SERVICE AND REPAIR	0	150	150	150	150
544400		RENTS AND LEASES	336	360	360	360	360
553000		TELEPHONE	6,901	7,200	7,200	7,200	7,200
553100		POSTAGE	1,392	4,000	4,000	4,000	4,000
554000		TRAVEL REIMBURSEMENT	374	400	400	400	400
555000		PRINTING AND BINDING	3,958	8,000	8,000	8,000	8,000
581120		CONFERENCES AND MEMBERSHIPS	105	195	195	195	195
581135		SCHOOLING AND EDUCATION	239	280	280	280	280
TOTAL CONTRACTUAL SERVICES			\$227,405	\$257,285	\$257,285	\$257,285	\$257,285
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES AND MATERIALS	\$7,020	\$7,000	\$7,000	\$7,000	\$7,000
561800		PROGRAM SUPPLIES	129,062	130,000	130,583	130,000	130,000
561800	COVID	PROGRAM SUPPLIES	22,003	0	0	0	0
562200		NATURAL GAS	20,213	21,000	21,000	21,000	21,000
562600		MOTOR FUELS	704	900	900	900	900
563000		MOTOR VEHICLE PARTS	0	900	900	900	900
569000		OFFICE SUPPLIES	1,343	1,500	1,500	1,500	1,500
TOTAL SUPPLIES AND MATERIALS			\$180,345	\$161,300	\$161,883	\$161,300	\$161,300
TOTAL MAIN LIBRARY			\$1,847,643	\$1,976,290	\$1,976,873	\$2,017,975	\$1,964,555



Children's Library

The Children's Library is integrated into the Main Library budget with the exception of the program supplies and professional fees accounts used to purchase books, CDs and DVDs and pay for professional programs.

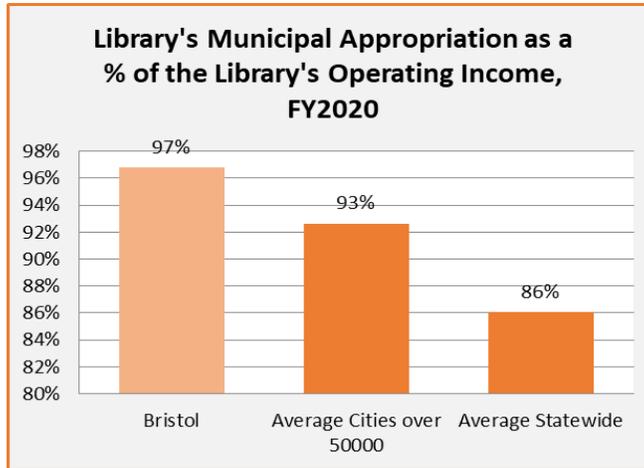
0016011 CHILDREN'S LIBRARY

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$6,353	\$7,000	\$7,000	\$7,000	\$7,000
TOTAL CONTRACTUAL SERVICES			\$6,353	\$7,000	\$7,000	\$7,000	\$7,000
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$42,742	\$52,000	\$53,384	\$52,000	\$52,000
TOTAL SUPPLIES AND MATERIALS			\$42,742	\$52,000	\$53,384	\$52,000	\$52,000
TOTAL CHILDREN'S LIBRARY			\$49,095	\$59,000	\$60,384	\$59,000	\$59,000

Manross Library

0016012 MANROSS LIBRARY

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$216,418	\$221,730	\$221,730	\$226,910	\$226,910
515100		OVERTIME	2,727	6,035	6,035	6,930	6,930
515200		PART TIME	48,797	58,685	58,685	61,795	61,795
517000		OTHER WAGES	1,472	2,380	2,380	2,435	2,435
TOTAL SALARIES			\$269,414	\$288,830	\$288,830	\$298,070	\$298,070
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$12,436	\$21,000	\$21,000	\$21,000	\$21,000
541000		PUBLIC UTILITIES	19,381	23,000	23,000	23,000	23,000
541100		WATER AND SEWER CHARGES	500	500	500	500	500
543000		REPAIRS AND MAINTENANCE	6,668	7,000	7,000	7,000	7,000
TOTAL CONTRACTUAL SERVICES			\$38,985	\$51,500	\$51,500	\$51,500	\$51,500
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES AND MATERIALS	\$1,482	\$1,500	\$1,500	\$1,500	\$1,500
561800		PROGRAM SUPPLIES	47,379	50,000	50,000	50,000	50,000
562200		NATURAL GAS	7,562	11,000	11,000	11,000	11,000
TOTAL SUPPLIES AND MATERIALS			\$56,423	\$62,500	\$62,500	\$62,500	\$62,500
CAPITAL OUTLAY							
589100	MANRS	MISCELLANEOUS	\$17,190	\$0	\$24,152	\$0	\$0
TOTAL CAPITAL OUTLAY			\$17,190	\$0	\$24,152	\$0	\$0
TOTAL MANROSS LIBRARY			\$382,012	\$402,830	\$426,982	\$412,070	\$412,070



Library Trusts

0016014 LIBRARY TRUSTS

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$26,309	\$28,950	\$34,469	\$29,310	\$29,310
589100		MAIN MISC	5,208	4,310	7,482	4,360	4,360
TOTAL SUPPLIES AND MATERIALS			\$31,517	\$33,260	\$41,951	\$33,670	\$33,670
TOTAL LIBRARY TRUSTS			\$31,517	\$33,260	\$41,951	\$33,670	\$33,670

Board of Library Directors

Expiration of Term

Valina Carpenter	01/23
Council Member Brittany Barney	11/21
Jarre Betts	01/24
Eric Frenette	01/24
Nicholas Jakubowski	01/23
Elizabeth Kanachovski	01/22
Andrea Kapchensky	01/23
Bonnie Lodovico	01/22
Pina Salvatore	01/22
LaCea Stewart-Roman	01/22





Parks, Recreation, Youth and Community Services

Dr. Joshua Medeiros, Superintendent
 860-584-6160
 parksandrecreation@bristolct.gov
 www.bristolrec.com

2021-2022 BUDGET PARKS, RECREATION, YOUTH AND COMMUNITY SERVICES

ORGCODE	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
0017021		PARKS ADMINISTRATION	405,716	406,930	542,446	534,885	536,445
0017022		PARKS GROUNDS & FACILITIES	1,284,063	1,519,095	1,519,199	1,758,490	1,548,490
0017023		RECREATION	322,285	603,050	557,050	641,210	615,710
0017024		AQUATICS	621,880	755,265	755,265	1,023,045	780,545
0017025		YOUTH AND COMMUNITY SERVICES	402,685	473,465	497,824	472,405	452,405
TOTAL PARKS, REC. YOUTH & COMM. SVC			\$3,036,629	\$3,757,805	\$3,871,784	\$4,430,035	\$3,933,595

Mission Statement

It is the mission of the Bristol Parks, Recreation, Youth and Community Services Department to deliver high-quality services and facilities that enhance the community's quality of life and meets the diverse needs of all citizens. The department's vision is to be an essential department impacting the lives of all Bristol residents by shaping positive public perceptions, fostering cultural unity, creating responsible citizens, and inspiring advocacy.

Service Narrative

In order to administer the best quality services in the most efficient way, the department is organized into six operational divisions including: Administration; Parks, Grounds, and Facilities Maintenance; Recreation; Aquatics; Youth and Community Services and Arts and Culture. The professional staff consists of 32 full-time employees and more than 300 part-time and seasonal employees. Policy is set by a 7 member Board of Park Commissioners and an 11 member Youth Commission.



Park Facilities

Number of parks and public squares	20
Number of acres	730
Playgrounds	7
Swimming Pools – Outdoors	2
Indoor Aquatics Facility	1
Lighted Tennis Courts (asphalt)	5
Unlighted Tennis Courts (asphalt)	9
Ball Diamonds:	
Hardball	4
Softball (3 lighted)	6
Stadium – Lighted	1
Little League (2 lighted)	12
Basketball Courts	6
Sand Volleyball Courts – Lighted	6
Fishing Areas	7
Soccer Fields	3
Horseshoe Pits	2
Bocce Courts	2
Ropes Course	1
Splash Park	3
Disc Golf Course	2
Dog Park	2
Skate Park	1
Rain Garden	1
Mountain Bike Trails	1
Bike Pump Park	1
Pickle Ball Court	1

Board of Park Commissioners

Term Expiration Date

Mayor Ellen Zoppo- Sassu, Chairperson	11/2021
Cynthia Donovan	12/2022
Sandra Bogdanski	12/2022
Paula O’Keefe	12/2023
Robert Kalat	12/2022
Robert Fiorito	12/2023
Malcolm Huckaby	12/2021

Youth Commission

Term Expiration Date

Matthew Gotowala, Chairperson	06/2022
Deborah Ahl	06/2021
Karen Hintz	06/2021
Lance Washington	06/2022
Scott Rosado, Councilman	11/2021
Dr. Corey Nagle	06/2024
Ryan Broderick	06/2024
Ramon Peters	03/2024
Renee Singleton	12/2021
Makayla Cervantes	03/2024
Kamryn McLaughlin	06/2022

Parks and Recreation Locations and Facilities

The Parks, Recreation, Youth and Community Services Department is responsible for the stewardship of over 730 acres of city parks and open space. Parks and facilities include:

BRACKETT PARK – Two acres purchased from Carlyle F. Barnes in 1917 and later named for Dr. A. S. Brackett who was instrumental in securing the purchase. Entrances are located on School Street and North Main Street. **Facilities:** Basketball court, gazebo, enclosed toddler playground, and memorial garden. Goodsell Toddler playground was established in 1974.

CASEY FIELD – Nine acres transferred from the Sewer Department in 1950 and later named for former Mayor James P. Casey. The entrance is located on Lake Avenue. **Facilities:** Lighted softball field, parking, and youth football facility.

DENNIS N. MALONE AQUATIC CENTER - Built in 1995 and named after Superintendent Dennis Malone, located on Mix Street. **Facilities:** Indoor swimming pool which offers daily and seasonal memberships, as well as, swim lessons, water exercise programs, swim teams, and rentals.

E.G.STOCKS PLAYGROUND – One and a half acres transferred from the Sewer Department in 1954 and later named for former Superintendent of Parks, E. Gordon Stocks. The entrance is located on Middle Street. **Facilities:** Basketball court, regular playground, four lighted sand volleyball courts, restrooms, pavilion shelter, and water-spray park. The facility received a major renovation in 2006.

FEDERAL HILL GREEN - Two acres, designated park controlled when the Board of Park Commissioners was formed in 1913, located at Maple Street and Queen Street. **Facilities:** Community green area, lighted walkway, regular playground, playfield, gazebo and park benches. Riordin Toddler Playground was established in 1974.

HOPPERS/BIRGE POND NATURE PRESERVE – Two hundred and seventy acres acquired in 1973 and located at Beech Street and Ambler Road. **Facilities:** Open space with geological kettles, hiking paths, boardwalk, fishing pond, and kayaking and canoeing.



KERN PARK – Twenty-two acres deeded to the City in 1966, Kern Park is a larger parcel which now consists of Ivy Drive School to its north. The park is named after long time Park Commissioner Herbert L. Kern and is currently a passive recreation area with nature trails connecting the school grounds to surrounding neighborhoods, wetlands and upland habitats.

MIX STREET FIELD – Ten acres of land provided by the New Britain and Bristol Water Departments in 2014. **Facilities:** Lighted softball field and multi-use youth field.

MUZZY FIELD – Eight and a half acres given in 1912 by Park Commissioner Adrian Muzzy in memory of his two sons. The field is located on Muzzy Street. **Facilities:** Lighted baseball, football, and soccer stadium complex with a seating capacity for baseball-4,900 and football/soccer-5,800.



NELSON FIELD – Fifty acres acquired in 1988 under the Recreation and National Heritage Trust Program and the State of Connecticut D.E.P. The entrance is located on Burlington Avenue. **Facilities:** Parking, passive recreation and sledding hill.

PAGE PARK – Eighty-six acres given by DeWitt and May Rockwell Page in 1933. Entrances are located at King Street, Moody Street, Page Avenue and Woodland Street. **Facilities:** Outdoor swimming pool, boundless playground, fishing lagoon, 18 hole disc golf course, rain garden, water spray park, picnic areas, five lighted tennis courts, lighted softball field, hardball diamond, horseshoe pits, basketball court, pavilion and lodge buildings which house arts and camp programs through the year. **Ingraham Field (a section of Page Park):** Eight acres given in 1936 by Edward Ingraham. The entrance is located on Woodland Street. **Facilities:** Playfield located within confines of Page Park.



PECK PARK – Eight acres transferred from the Board of Education to the Parks and Recreation Department in 1976. It was developed and constructed through Community Development funding and completed in 1977. A trust fund was established to help maintain the park under the will of



Constant Y. Peck. Entrance is located on Daley Street, additional parking at Greene-Hills School. **Facilities:** Four tennis courts, regular playground, and youth softball fields.

PINE LAKE – Fifty four acres acquired from the Conservation Commission on May 27, 1968. The entrance is located at Emmett Street, Pine Street, and Birch Street. **Facilities:** Fishing

pond, accessible fishing pier and parking lot, ropes challenge course, and Bristol Soccer Club Facility. The Pine Lake Challenge course became part of the purview of the Parks and Recreation Department in 2019 when the Youth Services Department merged.



QUINLIN VETERANS MEMORIAL PARK – Located on Broad Street. Acquired by the City in June of 1979.

ROBERTS PROPERTY – Seventeen acres of open space was acquired by the City in August 10, 2004. The site was studied for a multi-use sports complex but the project was never completed. The facility is currently an off-leash dog park and walking trail.



ROCKWELL PARK – One hundred and five acres given by Albert and Nettie Rockwell in 1911. Entrances are located at Jacob Street, Dutton Avenue, Park Street, and Terryville Road. **Facilities:** Lagoon, fishing pond, regular playground, toddler playground, outdoor swimming pool, water-spray park, 18 hole disc golf course, picnic areas, basketball court, para-fitness course, multi-purpose field, walking/hiking trail, mountain bike trails, pavilions, dog park, concrete skate park plaza, and lighted sand volleyball courts. **Fraser Field (a section of Rockwell Park):**

Given by Albert Rockwell in 1914 and later named for former Park Superintendent, Willis P. Fraser. The entrance is located on Park Hill Road and Terryville Road. **Facilities:** Four little league fields for McCabe-Waters Little League.

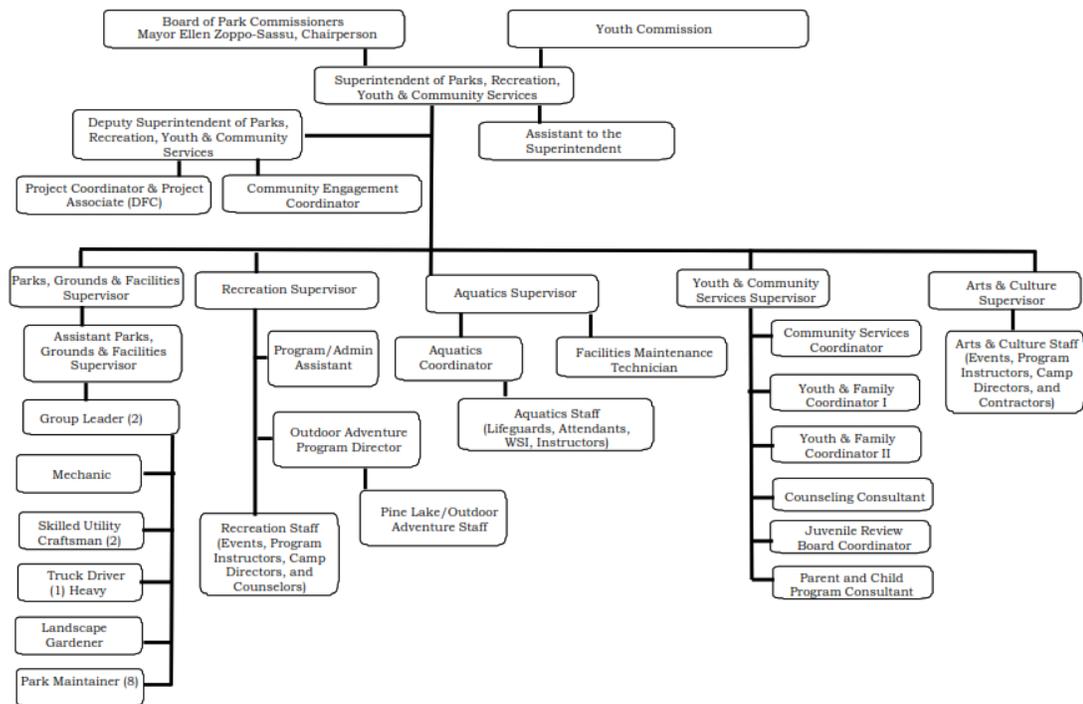
SEYMOUR PARK – Five acres acquired through the estate of George Dudley Seymour in 1971. The park is located on Shrub Road next to Barnes Nature Center. **Facilities:** Hardball diamond (Riley Field), basketball court, two tennis courts, picnic area, and regular playground. Riley Field was dedicated to former Superintendent Sarge Riley in 1974.

VETERAN'S MEMORIAL PARK and BOULEVARD – Twenty five acres given in 1921 by Albert Rockwell along with the school property. The entrance is located at Main Street, South Street, and Riverside Ave. **Facilities:** Passive recreation parallel to the Pequabuck River with benches, two fishing ponds, memorial monuments, parking, multi-use athletic field and walking path with mile markers. The Parks Department assumed maintenance responsibilities of the Memorial Boulevard fields in June 2013. The tennis courts were closed down in 2016 due to their condition.



WILSON PLAYGROUND – Two acres given by Bristol Brass Corporation in memory of Albert Wilson in 1950. The playground is located on King Street. **Facilities:** Regular playground, youth softball field and basketball court.

Organizational Chart



Administration

Administration is responsible for developing a fiscally responsible department budget that meets the changing and dynamic needs of the community. Administration provides stewardship to the many benefactors of the Parks, Recreation, Youth and Community Services Department which include 8 trust and endowment funds, as well as, the Friends of Bristol Parks and Recreation Fund through the Main Street Community Foundation. The division is also responsible for over management of \$500,000 of youth services grants including the Drug Free Communities Program and BEST Prevention Coalition. The division interfaces and coordinates with dozens of non-profits, sports organizations, and civic groups that utilize park space for events including the Mums Festival, West End Association Summer Festival, and Veterans organizations - drawing thousands of visitors into the city each year. Administration provides support to all department divisions, manages the department master/strategic plans, organizes and creates policy in alignment with the pursuit of CAPRA (Commission for Accreditation of Park and Recreation Agencies) accreditation, establishes fundraising events, supports divisions with marketing strategy, pursues new funding sources and provides direct project management for park projects.

Fiscal Year 2021 Goals and Accomplishments:

- Successfully added a city ordinance that prohibits smoking in public parks effective February 2020. The ordinance change was a collaborative effort between administration, the Board of Park Commissioners, Youth Commission and BEST (Drug Free Communities).
- Empaneled a Diversity, Equity and Inclusion Committee comprised of department staff and commissioners. The committee is working to evaluate department policies through a DEI lens and make recommendations for change.
- Secured a \$66,000 National Recreation and Parks Association Play and Youth Sport Grant to support the Rockwell Pump Park and creation of the All Heart Parks Gear Shop. A press conference was held on September 23, 2020 with the park anticipated to open summer 2021.
- Provided leadership to the Board of Education (and community groups) surrounding COVID-19 protocols, signage, Senior Nights on the Boulevard and graduation at Muzzy Field.
- Continued to restructure and refine the internal budget process to create new levels of accountability and skill building for department supervisors.
- Completed the city-wide Parks, Recreation, Youth and Community Services Master Plan which included a comprehensive community engagement process. The plan will be integrated into the department's strategic plan to guide the work of staff over the next 5-10 years. A working group was formed to begin to develop the department's Strategic Plan.

Summary of Fiscal Year 2021-2022 Budget:

- The Administrative Division budget remains fairly status quo with the majority of increases tied to contractual obligations. The largest increase is in the part time wages account linked to the creation of a seasonal Park Ambassador position that will work during the summer at Rockwell Park to help address issues, review permits, and assist park guests. The position was endorsed by the Board of Park Commissioners and supported by the Chief of Police. Additionally, a new full time Arts and Culture Supervisor was created to support the work of the Arts and Culture Commission and the community program of the Memorial Boulevard Intradistrict Arts Magnet School (MBIAMS) when it opens in 2022. The position is expected to shift into a Special Revenue Fund for FY22.

Fiscal Year 2022 Goals:

- Develop and implement two fundraising events to contribute to the department's Annual Giving Campaign to bolster the Friends of Bristol Parks and Recreation Fund in order to

Parks, Recreation, Youth and Community Services

support new initiatives and improve park access and equity. Fundraising initiatives were delayed in 2020-2021 due to COVID-19 restrictions.

- Implement the All Heart Pop-Up Parks series in order to strengthen families and neighbors, engage underutilized spaces to enhance visibility and safety, and strengthen the sense of community for all residents - regardless of age, race, ethnicity, sexual orientation, and socio-economic status. The series was postponed to summer 2021 due to COVID-19 restrictions.
- Utilize the newly adopted Master Plan to develop a department Strategic Plan to help establish measurable strategies for implementing department priorities outlined in the Master Plan.
- Utilize the new Page Park Master Plan to redevelop the park. Page Park is long overdue for redevelopment which includes addressing long standing challenges surrounding parking, run-off/flooding, and other unmet recreational needs.

Long Term Goals:

- Reduce the City’s reliance on the trust funds for the operational budget in order to revitalize the park system and internally support capital improvement projects.
- Secure and maintain CAPRA (Commission for the Accreditation of Parks and Recreation Agencies) national accreditation by engaging in an in depth self-assessment of the department, the respective divisions, and the role of Parks, Recreation, Youth and Community Services in the community.
- Achieve long-term sustainability for annual giving campaigns in order to build up the Friends of Bristol Parks and Recreation Fund.
- Identify and develop under-utilized parcels of land throughout the City in order to achieve park spaces within a 10 minute walk of all Bristol residents, in order to meet the standards of the National 10 Minute Walk Campaign.
- Ensure every resident feels welcome and has access to great parks, recreation, youth and community services; inclusive of age, ability, ethnicity, gender, sexual orientation and socio-economic status.

Expenditure and Position Summary

Department Personnel	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$260,177	\$333,795	\$447,095
Full time Positions	2	4	5



Budget Highlights

0017021 PARKS ADMINISTRATION			2020	2021	2021	2022	2022
OBJECT	PROJECT	DESCRIPTION	ACTUAL EXPENDITURE	ORIGINAL BUDGET	REVISED BUDGET	BUDGET REQUEST	APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$251,344	\$329,125	\$329,125	\$420,435	\$421,995
515100		OVERTIME	3,442	4,670	4,670	6,100	6,100
515200		PART TIME	5,391	0	0	19,000	19,000
TOTAL SALARIES			\$260,177	\$333,795	\$333,795	\$445,535	\$447,095
CONTRACTUAL SERVICES							
553000		TELEPHONE	\$3,634	\$4,300	\$4,300	\$4,300	\$4,300
553100		POSTAGE	264	950	950	750	750
554000		TRAVEL REIMBURSEMENT	274	900	900	500	500
555000		PRINTING AND BINDING	225	480	480	0	0
557700		ADVERTISING	0	8,000	8,000	8,000	8,000
581120		CONFERENCES AND MEMBERSHIPS	3,081	6,750	6,750	7,500	7,500
TOTAL CONTRACTUAL SERVICES			\$7,478	\$21,380	\$21,380	\$21,050	\$21,050
SUPPLIES							
561800		PROGRAM SUPPLIES	\$1,761	\$2,000	\$2,000	\$2,500	\$2,500
561800	COVID	PROGRAM SUPPLIES	7,088	0	0	0	0
569000		OFFICE SUPPLIES	929	2,000	2,000	2,000	2,000
TOTAL SUPPLIES			\$9,778	\$4,000	\$4,000	\$4,500	\$4,500
OTHER/MISCELLANEOUS							
552100		INSURANCE	\$43,702	\$47,755	\$47,755	\$63,800	\$63,800
589100		MISCELLANEOUS	84,581	0	135,516	0	0
TOTAL OTHER/MISCELLANEOUS			\$128,283	\$47,755	\$183,271	\$63,800	\$63,800
TOTAL PARKS ADMINISTRATION			\$405,716	\$406,930	\$542,446	\$534,885	\$536,445

Parks, Grounds, and Facilities Maintenance Division

Parks, Grounds, and Facilities Maintenance division is responsible for over 730 acres of park land which includes 2 major active parks with over 100 acres each, 8 neighborhood parks, a lighted stadium, a veteran's memorial park, and 4 open space passive parks. The division is responsible for the upkeep of park amenities including 3 water spray parks, 14 tennis courts (5 lighted), 6 lighted sand volleyball courts, 1 modified pickle ball court, 7 fishing areas, 2 horseshoe pits, 2 bocce courts, 6 basketball courts, 6 pre-school playscapes, an ADA compliant accessible playground, para-fitness course, 4 baseball diamonds, 6 (3 lighted) softball diamonds, jogging path, metered walking path, hiking trails, mountain bike trails, 2 eighteen hole disc golf courses, 2 off-leash dog parks, and a skate park plaza.

Fiscal Year 2021 Goals and Accomplishments:

- Maintained the city's open space and public parks throughout the pandemic. Delivered a fast turnaround of re-opening recreational amenities and fields when the state re-opened in June.
- Continued to make training and education a priority for the parks crew including (CPR/First Aid, NARCAN training, CPSI, AFO and ABI training).
- Successfully managed clean up and repairs for major storms including Tropical Storm Isaias which devastated the park system and city.
- Prepared parks for hosting Black Lives Matter demonstrations at Federal Hill Green, Brackett Park and Rockwell Park for a community conversation with the Mayor's Office, Board of Education, the Bristol Police Department and Parks, Recreation, Youth and Community Services.
- Continued efforts to address long standing issues along the Pequabuck River at Rockwell Park, including partnering with the Wetlands Commission and environmental specialists.
- Coordinated with a community member to establish a large scale holiday light display at Page Pool in lieu of traditional events that were cancelled due to COVID-19.
- Completed renovations of Muzzy Field stadium which included a new turf field, LED light system, fence and scoreboard upgrades.

Summary of Fiscal Year 2021-2022 Budget:

- The largest increases to the Parks, Grounds, and Facilities Maintenance Division budget are comprised of regular wages as a result of contractual obligations.

Fiscal Year 2022 Goals:

- Continue to establish and strengthen park maintenance policies and procedures in order to comply with industry standards, best practices and CAPRA Requirements.
- Develop comprehensive park specific operation manuals for each facility and park by the season in order to streamline seasonal maintenance and to evaluate the resources needed to successfully maintain each facility.
- Implement maintenance standards and recommendations from the Master Plan to refine park maintenance operations.
- Continue to monitor and manage aging and deceased trees in high risk areas including roadways, parking lots, group use/play spaces, and trails in order to reduce liability and exposure. Utilize dedicated funds to address high priority trees.

Long Term Goals:

- Pursue the Parks, Recreation, Youth and Community Services master plan recommendations for resources needed to maintain current and future parks, as well as land acquisitions that support department initiatives such as the National 10 Minute Walk Campaign.
- Continue to engage in collaborative conversations with the Board of Education and other stakeholders surrounding the maintenance and coordination of athletic fields across the city. Increased demands in all youth sports programming is going to continue to put pressures on all fields. Sustainable methods should be examined, taking into consideration costs and capacity to maintain and upkeep fields.

Expenditure and Position Summary

Department Personnel	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$925,269	\$1,149,955	\$1,186,090
Full time Positions	17	17	17

Budget Highlights

0017022 PARKS GROUNDS & FACILITIES			2020	2021	2021	2022	2022
OBJECT	PROJECT	DESCRIPTION	ACTUAL EXPENDITURE	ORIGINAL BUDGET	REVISED BUDGET	BUDGET REQUEST	APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$819,653	\$987,455	\$987,455	\$1,023,590	\$1,023,590
515100		OVERTIME	70,657	112,000	112,000	112,000	112,000
515100	COVID	OVERTIME	2,002	0	0	0	0
515200		PART TIME	32,957	50,500	50,500	50,500	50,500
TOTAL SALARIES			\$925,269	\$1,149,955	\$1,149,955	\$1,186,090	\$1,186,090
CONTRACTUAL SERVICES							
541000		UTILITIES	64,359	69,500	69,500	68,200	68,200
541100		WATER AND SEWER CHARGES	43,765	42,400	42,400	45,000	45,000
542140		CITY REFUSE	14,587	16,000	16,000	16,000	16,000
543000		REPAIRS AND MAINTENANCE	59,177	54,000	54,104	54,000	54,000
543100		MOTOR VEHICLE SERVICE AND REPAIR	15,549	15,000	15,000	15,000	15,000
581120		CONFERENCES AND MEMBERSHIPS	3,709	4,000	4,000	4,000	4,000
581200		VANDALISM	2,204	4,000	4,000	4,000	4,000
TOTAL CONTRACTUAL SERVICES			\$203,350	\$204,900	\$205,004	\$206,200	\$206,200
SUPPLIES							
561400		MAINTENANCE SUPPLIES	\$90,273	\$92,000	\$92,000	\$92,000	\$92,000
562100		HEATING OIL	12,709	10,040	10,040	11,000	11,000
562600		MOTOR FUELS	19,397	24,000	24,000	20,000	20,000
563000		MOTOR VEHICLE PARTS	21,927	25,000	25,000	21,000	21,000
563100		TIRES	660	3,000	3,000	2,000	2,000
TOTAL SUPPLIES			\$144,966	\$154,040	\$154,040	\$146,000	\$146,000
CAPITAL OUTLAY							
570905		PARK EQUIPMENT	\$10,478	\$10,200	\$10,200	\$10,200	\$10,200
579999		EQUIPMENT	0	0	0	210,000	0
TOTAL CAPITAL OUTLAY			\$10,478	\$10,200	\$10,200	\$220,200	\$10,200
TOTAL PARKS GROUNDS & FACILITIES			\$1,284,063	\$1,519,095	\$1,519,199	\$1,758,490	\$1,548,490

Recreation Division

Recreation division is responsible for administering hundreds of recreational programs and special events throughout the year. A variety of programs are offered serving the varied interests of Bristol residents from pre-school to senior citizens. This includes popular summer camps, sports clinics, arts instruction, Summer Concerts, Santa Land Village, and much more. Recreational programs increase physical, social, and emotional wellness and serve to enhance community spirit, as well as, the quality of life for every resident. The former Pine Lake Challenge Course was rebranded as the Pine Lake Adventure Park, re-aligned within the recreation division in order to provide a well-rounded recreational and outdoor adventure-based experiential learning program.

Fiscal Year 2021 Goals and Accomplishments:

- Offered a diverse range of in-person, virtual and “to go” programs under the ever-changing COVID-19 guidelines including Yoga, Art Lessons, Culinary Classes and Photography. Popular events were modified including moving the 23rd annual Turkey Shoot Basketball Contest outside and modifying the Summer Concert Series into a new Movies on Main weekly drive in movie event in the lot across from City Hall.
- Launched a new Fall/Winter Care program in conjunction with the Youth and Community Services Division to support the Board of Education’s hybrid remote learning model. In a very short turn around, the division developed schedules, secured program staff, and established policies to ensure the program was safe, affordable and met the needs of residents.
- Secured and finalized a lease agreement with the Montessori School to help close the gap of indoor space deficit facing the Bristol park system. The site was and continues to be an essential facility housing child care while school is remote.

Parks, Recreation, Youth and Community Services

- Developed the All-Heart Park Packs to provide residents with free recreation equipment, crafts, books, educational materials, board games and more. To eliminate traditional barriers including cost and transportation, division staff implemented a contactless delivery plan at no charge to Bristol residents.

Summary of Fiscal Year 2021-2022 Budget:

- The largest increase to the Recreation division budget is in the part time wages account as a result of State of Connecticut minimum wage increases.

Fiscal Year 2022 Goals:

- Shift towards a benefits based programming model which includes identifying community needs, defining program objectives, measuring outcomes, and then marketing the benefits in alignment with CAPRA.
- Develop a comprehensive volunteer program in order to engage with the community by providing volunteer opportunities while reducing program operational costs.
- Expand program offerings for underserved demographics including teens, adults, seniors, and individuals with special needs. Develop a robust therapeutic recreation offering.

Long Term Goals:

- Develop a business minded approach in regard to recreation programming in order to prevent duplication of services throughout the city. Groups such as Adult Education, Boys and Girls Club, Healthtrax, and other for-profit businesses in the health, wellness, and recreation industry should be watched and coordinated with and around.
- Continue to diversify program instructors, programs, and seasonal staff to reflect the diversity of the City of Bristol.

Performance Measures

Program Participants	2018-2019	2019-2020	2020-2021
Total Recreation/Aquatics Program Participants	9,054	7,527	12,052

**Due to COVID-19 programs and facilities were shut down in March 2020 resulting in a substantial decrease in annual attendance in both programs and indoor facility use.*

Expenditure and Position Summary

Department Personnel	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$262,143	\$433,600	\$454,260
Full time Positions	3	3	2

Budget Highlights

0017023 RECREATION

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$122,948	\$127,200	\$127,200	\$118,760	\$118,760
515100		OVERTIME	1,872	3,200	3,200	500	500
515200		PART TIME	137,323	303,200	257,200	347,500	335,000
TOTAL SALARIES			\$262,143	\$433,600	\$387,600	\$466,760	\$454,260
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$18,815	\$133,000	\$133,000	\$133,000	\$125,000
557700		ADVERTISING	9,450	1,200	1,200	1,200	1,200
581120		CONFERENCES AND MEMBERSHIPS	1,619	1,250	1,250	1,250	1,250
583100		CITY PROMOTIONS	0	0	0	5,000	0
TOTAL CONTRACTUAL SERVICES			\$29,884	\$135,450	\$135,450	\$140,450	\$127,450
SUPPLIES							
561800		PROGRAM SUPPLIES	\$30,258	\$34,000	\$34,000	\$34,000	\$34,000
TOTAL SUPPLIES			\$30,258	\$34,000	\$34,000	\$34,000	\$34,000
TOTAL RECREATION			\$322,285	\$603,050	\$557,050	\$641,210	\$615,710



Aquatics Division

Aquatics Division is responsible for the oversight of the Dennis Malone Aquatics Center (DMAC) and two outdoor park pools at Page and Rockwell. The division offers seasonal memberships and daily passes for thousands of patrons annually. An extensive award winning American Red Cross Learn to Swim program is offered at all 3 facilities, annually teaching thousands of Bristol youth this critical life skill. In addition, the division offers water fitness programs, training classes, recreational swim teams, special events, and more. The Dennis Malone Aquatics Center is also host to Bristol Central High School/Bristol Eastern High School Swim Teams, St. Paul and Lewis Mills Swim Teams, private rentals and Bristol Health for water therapy.

Fiscal Year 2021 Goals and Accomplishments:

- The Dennis Malone Aquatics Center and Rockwell Park Pool opened for summer 2020 with capacity modifications and new protocols dictated by the state in response to COVID-19. Traditional summer swim lessons could not be offered but a new Family Swim Lesson program was created. The programs are scheduled to resume as normal during summer 2021.
- Continued enhancements at all facilities remained a priority; this included Dennis Malone Aquatics Center (DMAC) renovations, Page Pool renovation and repairs and upgrades at Rockwell. The aquatics facilities will be in premier shape for the 2021 season.
- Partnered with Bristol Eliminating Substance Use Together (BEST) for Teen Night Socials and a Summer Splash Bash at Rockwell. Partnered with Youth and Community Services by requiring gift donations at Scuba Santa to be provided to the Annual Holiday Gift Giving Program.
- Training continues to be a priority for both full time and part time staff at the pool. Aquatics staff presented at both NRPA and CRPA conference. Training paid off when lifeguard staff performed CPR and used an AED to save a man's life in May 2021.
- The Aquatics Division received a Gold Medal Award from the American Red Cross for our Learn to Swim program and the division's Lifeguard Training program was recognized in the *Best of 2020 Edition of Aquatics International Magazine*.

Summary of Fiscal Year 2021-2022 Budget:

- The largest increase to the Aquatics division budget is in the part time wages account as a result of the State of Connecticut minimum wage increases.

Fiscal Year 2022 Goals:

- Continue to work with the Community Engagement Coordinator to strengthen marketing efforts in order to increase membership and program enrollment.
- Forge community partners, including Bristol Health, Bristol Adult Resource Center, United Way, Youth and Community Services division, Senior Center, home-school community, daycare/childcare centers, ESPN, Tunxis Bristol, Wheeler Clinic, Bristol Counseling Center, and the Arts and Culture Commission, in order to meet the changing needs of Bristol residents.
- Exercise fiscal responsibility by assigning appropriate staffing, to reduce the need for outside contractors by performing work in-house, and analyzing membership and program fee structure in order to reduce expenditures while increasing revenue.
- Inventory equipment and create repair/replacement schedules to ensure proper budgeting and the replacement of unsafe or malfunctioning equipment.

Long Term Goals:

- Explore other aquatics amenities within the park system such as City ponds and lakes in order to provide residents with alternative water based recreational opportunities such as kayaking, canoeing and boating.

Parks, Recreation, Youth and Community Services

- Enhance our current energy efficient features at the Dennis Malone Aquatics Center, by partnering with the Energy Commission and developing projects to create a more sustainable facility in regard to energy usage.
- Continue to take care of and enhance existing aquatics facilities and assets to provide access for future generations of Bristol families.

Aquatics Facility Attendance	2018-2019	2019-2020	2020-2021
Memberships (DMAC, RW, Page)	629	478	680
Daily Visits (DMAC, RW, Page)	24,994	21,931	12,580

**Due to COVID-19 programs and facilities were shut down in March 2020 resulting in a substantial decrease in annual attendance in both programs and indoor facility use.*

Expenditure and Position Summary

Department Personnel	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$463,930	\$561,215	\$589,545
Full time Positions	3	3	3

Budget Highlights

0017024 AQUATICS

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$171,312	\$201,210	\$201,210	\$209,045	\$209,045
515100		OVERTIME	6,219	5,500	5,500	5,500	5,500
515200		PART TIME	286,399	354,505	354,505	384,200	375,000
TOTAL SALARIES			\$463,930	\$561,215	\$561,215	\$598,745	\$589,545
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$8,119	\$8,500	\$8,500	\$8,500	\$8,500
541000		UTILITIES	45,044	58,300	58,300	57,300	55,000
541100		WATER AND SEWER CHARGES	14,739	20,500	20,500	20,500	20,500
543000		REPAIRS AND MAINTENANCE	30,557	35,000	35,000	35,000	35,000
557700		ADVERTISING	119	500	500	500	500
581120		CONFERENCES AND MEMBERSHIPS	2,249	2,500	2,500	2,500	2,500
TOTAL CONTRACTUAL SERVICES			\$100,827	\$125,300	\$125,300	\$124,300	\$122,000
SUPPLIES							
561400		MAINTENANCE SUPPLIES	\$23,170	\$25,000	\$25,000	\$25,000	\$25,000
561800		PROGRAM SUPPLIES	12,800	15,000	15,000	15,000	15,000
562100		HEATING OIL	0	2,000	2,000	1,700	1,700
562200		NATURAL GAS	21,153	26,750	26,750	27,300	27,300
TOTAL SUPPLIES			\$57,123	\$68,750	\$68,750	\$69,000	\$69,000
CAPITAL OUTLAY							
579999		CAPITAL OUTLAY	\$0	\$0	\$0	\$231,000	\$0
TOTAL CAPITAL OUTLAY			\$0	\$0	\$0	\$231,000	\$0
TOTAL AQUATICS			\$621,880	\$755,265	\$755,265	\$1,023,045	\$780,545

Youth and Community Services Division

Youth and Community Services Division is responsible for the coordination of a comprehensive community-based youth services bureau and the delivery of essential life services for Bristol residents in need. The Bureau strives to enhance the networking and support between family, school, peer and community environments. Direct services including juvenile diversion programming, individual and family counseling, outreach support, crisis support and case management, youth employment training and positive youth development opportunities.

Community Services provides adults with critical information and referrals to available community and state resources. Advocacy and referrals are made for housing, mental/physical health, medical insurance, state benefits, and utilization of the statewide 211 resource. Short term case management and support is provided to individuals in transition and/or emotional distress. One-time assistance is available to residents descending into a long-term crisis or life altering circumstances.

In 2020, the Parent and Child Center of Bristol Health was realigned within the Youth and Community Services division of the department to create the new Parent and Child program. The program focuses on supporting new families with programs, resources and services. Staff and program budgets are supported through grant funding, community donations and sponsorships.

Fiscal Year 2021 Goals and Accomplishments:

- Successfully navigated a complicated integration and lease agreement with Bristol Health's Woman, Infant and Child (WIC) program in July 2020.
- Facilitated the merge of Bristol Health Parent and Child Center into the Youth and Community Services division in July 2020. This led to increased efficiencies with service delivery fulfilling the vision for 51 High Street to be a full service facility offering community services from birth through adulthood.
- Facilitated the development of a Pride in the Park event in conjunction with the BEHS/BCHS Gay, Straight Alliance and the Bristol Blues. Unfortunately the event was postponed due to COVID-19 cancelling the Bristol Blues season but was rescheduled for June 2021.
- Created successful new programs aligned with the department's Diversity, Equity and Inclusion initiative including Young People of Color and LGBTQ groups. Administered the Mayor's Youth Cabinet until COVID-19 shut down.
- Supported more families in need than ever before with the Annual Holiday Gift Giving Program. The program was a success thanks to staff efforts and various city partnerships including Spare Time Bowling, Bristol Hospital and more.

Summary of Fiscal Year 2021-2022 Budget:

- The Youth and Community Services division budget remains status quo with a slight reduction as we continue to review efficiencies associated with the 2019 integration into the Department of Parks, Recreation, Youth and Community Services.

Fiscal Year 2022 Goals:

- Continue to seek opportunities for efficiencies and reduction of service duplication within Youth and Community Services Division, the overall department and other community providers.
- Engage in year-round outreach efforts including introducing a summer program for youth out of Rockwell Park and a basketball program to Brackett Park in order to engage at risk populations that are unaccounted for during the summer.
- Continue to rebuild the Parent and Child program and seek sustainable funding sources to support the program and staff.

Long Term Goals:

- Develop new community partners, leverage resources and build on existing partnerships to enhance service delivery and the ability to meet the increasing youth and community services needs for Bristol residents.
- Establish and apply assessment tools to gauge community need for services and then tailor available resources to meet those needs.
- Evaluate the long term trajectory of community service needs in the City of Bristol and develop plans for aligning resources to meet them.

Expenditure and Position Summary

Department Personnel	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$290,003	\$289,335	\$289,000
Full time Positions	6	4	4

Performance Measures

Quantitative:

	FY 2019	FY 2020	FY 2021
Transportation Needs	372	215	119
Medicare, Medicaid, SNAP Applications	174	146	79
Urgent Medical Needs	30	15	5
Case Management	348	280	134
Relocation Assistance	16 families	12 Families	7 Families
Homeless Assistance & Referrals	170	90	219
Housing Assist/Avoiding Eviction	152	63	325
Eviction Storage	19	27	6
Auctions	8	9	1

Budget Highlights

0017025 YOUTH AND COMMUNITY SERVICES

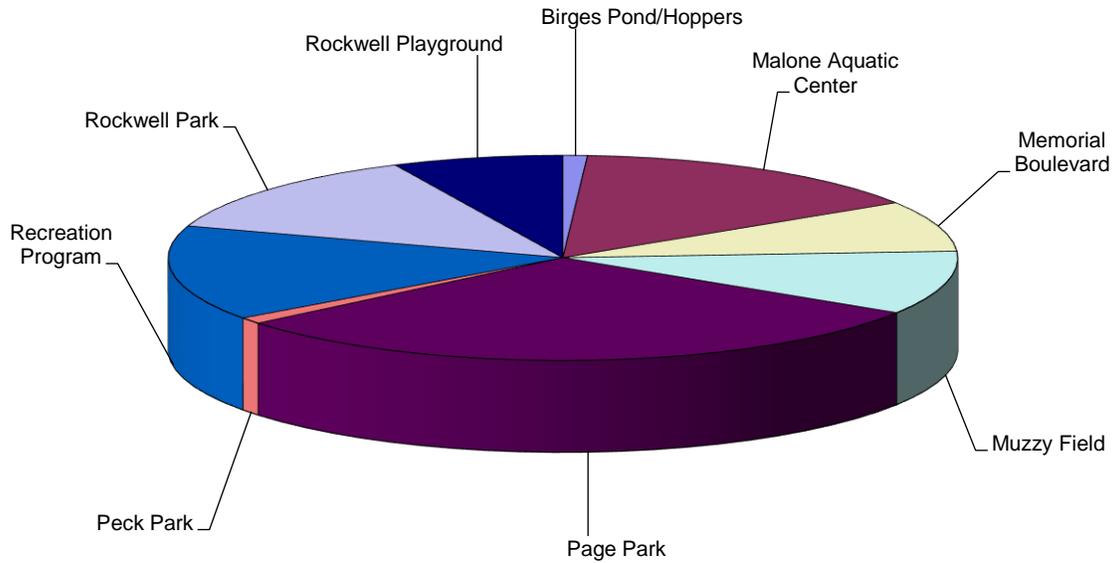
OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$257,452	\$265,745	\$265,745	\$275,045	\$275,045
515100		OVERTIME	1,430	4,000	4,000	5,000	5,000
515200		PART TIME	31,121	16,700	16,700	6,000	6,000
517000		OTHER WAGES	0	2,890	2,890	2,955	2,955
TOTAL SALARIES			\$290,003	\$289,335	\$289,335	\$289,000	\$289,000
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$13,652	\$40,000	\$40,000	\$40,000	\$40,000
531115		JUVENILE REVIEW BOARD COORDINATION	3,633	0	0	0	0
531120		PROJECT AWARE	15,182	41,125	65,204	41,930	41,930
531125		JUVENILE DIVERSION	6,937	7,075	7,075	8,225	8,225
541000		PUBLIC UTILITIES	8,174	8,770	8,770	8,620	8,620
541100		WATER AND SEWER CHARGES	659	520	520	650	650
543000		REPAIRS AND MAINTENANCE	1,067	2,965	2,965	2,000	2,000
543100		MOTOR VEHICLE SERVICE	35	1,275	1,275	0	0
553000		TELEPHONE	1,951	500	780	500	500
553100		POSTAGE	65	0	0	0	0
554000		TRAVEL REIMBURSEMENT	410	0	0	0	0
555000		PRINTING AND BINDING	0	0	0	0	0
581120		CONFERENCES AND MEMBERSHIPS	455	2,300	2,300	2,300	2,300
581135		SCHOOLING AND EDUCATION	1,014	0	0	0	0
581240		WELFARE EVICTIONS AND AUCTIONS	6,200	8,000	8,000	8,000	8,000
581745		NONREIMBURSEABLE INCIDENTALS	2,475	2,300	2,300	2,300	2,300
587232		RELOCATION	43,800	60,000	60,000	60,000	40,000
TOTAL CONTRACTUAL SERVICES			\$105,709	\$174,830	\$199,189	\$174,525	\$154,525
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES AND MATERIALS	\$0	\$330	\$330	\$330	\$330
561800		PROGRAM SUPPLIES	531	750	750	750	750
562100		HEATING OILS	4,862	6,720	6,720	6,600	6,600
562600		MOTOR FUELS	476	1,500	1,500	1,200	1,200
569000		OFFICE SUPPLIES	1,104	0	0	0	0
TOTAL SUPPLIES AND MATERIALS			\$6,973	\$9,300	\$9,300	\$8,880	\$8,880
TOTAL YOUTH & COMMUNITY SERVICES			\$402,685	\$473,465	\$497,824	\$472,405	\$452,405



Park Distribution

Internally, the Parks, Recreation, Youth and Community Services Department keeps an expenditure allocation, as shown in the table and graph below. The allocation distribution is based on the time spent maintaining each park and indicates what percentage of the budget is used. This method is consistent with various Parks Department trust languages. The percentages are based on the entire budget.

Park Distribution



Birges Pond/Hoppers	1%	Page Park	30%
Malone Aquatic Center	15%	Peck Park	1%
Memorial Boulevard	8%	Recreation Programs	15%
Muzzy Field	10%	Rockwell Park	13%
		Rockwell Playground	7%



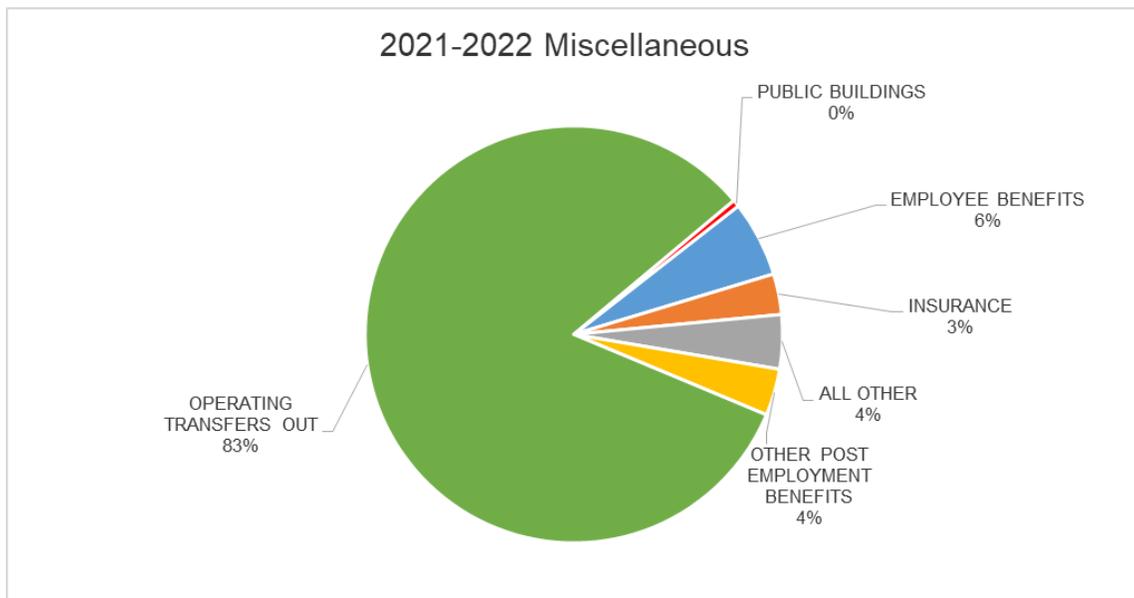
Parks & Recreation Trust Accounts

Account Name	Purpose	Net Income/ P&I	Cycle
Bristol City S Goodsell Pk/Playground	Pay over to the Board of Finance of the City of Bristol for the care, maintenance, improvement acquisition and extension of parks and playgrounds.	Net Income	3/6/9/12 on the 31st
Page Dewitt Park Endowment	Pay net income annually to the City of Bristol upon request by said Board of Park Commissioners, at such times and in such amounts as said Board shall request, such sums of money as shall equal the amount of money appropriated and spent by the City in the development and upkeep of said Page Park, or in the erection and upkeep of building therein, in the planting of shrubbery, or in the acquisitions of land which may be acquired connected with or adjacent thereto, and in the care and maintenance of said Park for Park purposes. Said Trustee may also pay to the City of Bristol, upon request by the Board of Park Commissioners from time to time, from the principal of said Trust Fund, an amount, in addition to the income or accruals from said Trust Fund not to exceed \$10,000 per year, PROVIDED, a like amount, dollar for dollar, shall be expended by the City upon said Page Park; but in no instance and under no condition shall there be withdrawn from said Trust Fund yearly more than said sum of \$10,000 from the principal in addition to the total amount of the income and accruals.	P & I	3/6/9/12 on the 21st
Page May Rockwell Tr U/W Tr A	The Trustee shall annually pay to the City of Bristol an amount of money that will equal one-third of the appropriation for the maintenance of Page Park as disclosed in the annual budget for the City of Bristol as finally approved by the Board of Finance. Should future conditions result in the annual appropriation for maintenance of Page Park by the City of Bristol increasing to the point where income available to the city annually from the Dewitt Page Park Endowment Fund would not be sufficient to provide one-third of the appropriation, then and in that event only, the trustee in its sole discretion may increase the annual payment to the City of Bristol directed herein, by the amount of such deficiency. Recognizing the probability of net income remaining after the payment to the City of Bristol, the trustee in its sole uncontrolled discretion may distribute annually all or part of such remaining income to non-profits.	P & I	3/6/9/12 on the 21st
Page May Rockwell Tr U/W Tr A	1) Add all or part of the income remaining after payment of administration expenses to the principal of this trust; 2) Pay to the City of Bristol, upon the request of its Board of Park Commissioners, such amount as said Board may request for major repairs or replacements to the swimming pool or its related machinery and equipment; provided, however the trustee agrees with the Board of Park Commissioners that such an expenditure would constitute a major repair or replacement. The judgment of the trustee in this matter shall be final and conclusive; 3) Pay such expenditures as are provided in the preceding paragraph from either principal or income in the sole discretion of the trustee.	Net Income	3/6/9/12 on the 21st
Page, May Rockwell fbo Rockwell Park	For the maintenance of Rockwell Park in said City of Bristol, and I direct that so much of the net income there from as shall be needed for such maintenance shall be disbursed by the trustee from time to time upon the requisition of the treasurer, comptroller or other proper officer of the City of Bristol, accompanied by a detailed statement of expenditures made for the upkeep, improvement, development, and beautification of said park, with power in my trustee to accumulate and add to principal any unexpended income. I further empower my said trustee, in its sole discretion, to pay to the City of Bristol such part of the principal as may be necessary for the repair or reconstruction of said park in the event of the destruction or serious damage to said park by flood or other major catastrophe.	P & I	3/6/9/12 on the 21st
Peck, Constant fbo Peck Park	If more money than is needed for the purchase of the land, then such a remainder may be used for equipment or endowment- at the discretion of the Trustees.	P & I	3/6/9/12 on the 21st
Rockwell, Nettie fbo Memorial Blvd	To improve, beautify and care for the Rockwell Memorial Boulevard running from Main Street east to its junction with Riverside Ave and in the care, improvement and betterment of the property of the City of Bristol adjoining said Boulevard on the north and south sides thereof. Said expenditures from this fund shall be made with the approval of the Board of Park Commissioners of the government of the City of Bristol.	P & I	3/6/9/12 on the 21st
Rockwell, Nettie fbo Playground	Care, maintenance, equipment, improvement and supervision of that portion of Rockwell Park which has heretofore been designated as "Mrs. Rockwell's Playground", provided that said premises shall be continued as a play and recreation ground for children to the exclusion of work or study by them, in substantial conformity with the use of said premises heretofore under my direction. It is my wish that no bottled beverage be sold or distributed in this playground and that at all times the greatest kindness be shown to the children.	P & I	3/6/9/12 on the 21st
Rockwell, Nettie fbo Rockwell Park	Improvement, care and maintenance of Rockwell Park in Bristol in cooperation with the Board of Park Commissioners or other dept of the city gov't having immediate charge of said Park. Said income may be used for such additions, improvements and equipment of said Park as shall be approved by the above mentioned dept of the city gov't. It is my wish that no additional refreshment or other stands for the sale of food, beverages, or other articles be erected or maintained in said Park.	P & I	3/6/9/12 on the 21st



Miscellaneous

ORGCODE	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
0018102	EMPLOYEE BENEFITS	\$2,551,355	\$1,886,395	\$1,906,395	\$1,946,375	\$1,946,375
0018105	INSURANCE	939,331	965,350	985,350	1,042,500	1,042,500
0018106	ALL OTHER	380,657	1,446,330	1,323,822	1,495,950	1,390,950
0018107	OTHER POST EMPLOYMENT BENEFITS	1,450,000	1,300,000	1,300,000	1,300,000	1,200,000
0018108	OPERATING TRANSFERS OUT	50,375,699	27,000,725	44,754,506	29,509,385	27,347,385
0018310	PUBLIC BUILDINGS	250,000	250,000	250,000	371,000	176,000
TOTAL MISCELLANEOUS		\$55,947,042	\$32,848,800	\$50,520,073	\$35,665,210	\$33,103,210



Service Narrative

Miscellaneous expenditures consist of special items not included in any other function. The categories are: Employee Benefits, Heart and Hypertension, Insurance, All Other, Other Post-Employment Benefits, Operating Transfers Out, and Public Buildings. The Parks, Recreation, Youth and Community Services Department budget includes their cost for liability insurance in its budget in order to properly report expenditures for Trust Accounts.

All Other includes the Contingency account and the Contractual Obligations account. It has been the City's practice to set aside an amount in Contingency to be available for emergency appropriations during the year instead of using the City's fund balance reserve for these emergency purposes. The Contractual Obligations account is used to budget estimates for expired unsettled employee bargaining agreements. Once contracts are settled and approved by the City Council, funding for the contract settlements are referred to the Board of Finance for approval.

Employee Benefits

Service Narrative

The Employee Benefits section is the City's payment of Life Insurance, HMO-Dental, Health Insurance-City, Disability Insurance, FICA, Medicare, Employee Assistance Program, and Unemployment Insurance.

The "Transfer to Health Benefits" in parenthesis indicates the Health Insurance-City appropriation transferred out to the Health Benefits Internal Service Fund as shown within the Operating Transfers Out activity.

The following is a listing of the Employee Benefits and the vendor provider/payee:

<u>Category</u>	<u>Vendor Provider/Payee</u>
Life Insurance	Madison National Life Insurance
Dental	Cigna-HMO; Anthem
Health Insurance	Cigna
Disability Insurance	Madison National Life Insurance
FICA (City Share 6.2%)	Internal Revenue Service
Medicare (City Share 1.45%)	Internal Revenue Service
Employee Assistance Program	Wheeler Clinic
Unemployment Insurance	State of CT Department of Labor

Budget Highlights

The 2021-2022 General Fund budget for Employee Benefits reflects a 3.2% increase. The City is in its twelfth year with Cigna for medical and effective July 1, 2019 transitioned pharmacy benefits from Express Scripts to Cigna. Anthem provides dental benefits. More information on the City's Health Benefits fund can be found in the Internal Service Fund section of the budget document.

0018102 EMPLOYEE BENEFITS

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
EMPLOYEE BENEFITS							
520100		LIFE INSURANCE	\$55,941	\$64,000	\$64,000	\$64,000	\$64,000
520250		HMO- DENTAL	33,871	34,020	34,020	24,000	24,000
520300		HEALTH INSURANCE	11,163,310	11,857,070	11,857,070	11,892,180	11,722,180
520500		DISABILITY INSURANCE	9,905	13,000	13,000	13,000	13,000
520700		F.I.C.A.	968,003	1,110,000	1,110,000	1,150,000	1,150,000
520700	COVID	F.I.C.A.	4,518	0	0	0	0
520750		MEDICARE INSURANCE	542,829	595,000	595,000	625,000	625,000
520750	COVID	MEDICARE INSURANCE	3,136	0	0	0	0
520800		EMPLOYEE ASSISTANCE PROGRAM	8,870	8,000	8,000	8,000	8,000
521050		COMPENSATED ABSENCE PAYOUT	885,382	0	0	0	0
521200		UNEMPLOYMENT INSURANCE	29,625	20,000	40,000	20,000	20,000
522200		BOOT ALLOWANCE	9,275	17,375	17,375	17,375	17,375
531000		DEF COMP	0	25,000	25,000	25,000	25,000
591516		TRANSFER TO HEALTH INSURANCE	(11,163,310)	(11,857,070)	(11,857,070)	(11,892,180)	(11,722,180)
TOTAL EMPLOYEE BENEFITS			\$2,551,355	\$1,886,395	\$1,906,395	\$1,946,375	\$1,946,375
TOTAL EMPLOYEE BENEFITS			\$2,551,355	\$1,886,395	\$1,906,395	\$1,946,375	\$1,946,375

Heart and Hypertension

Service Narrative

These accounts budget for State of Connecticut mandates that require municipalities to compensate police officers or firefighters who are diagnosed with a heart or hypertension disease. The disease has to be proven to be job related to receive these benefits and only firefighters and police officers who were employed in such capacity on July 1, 1996 are eligible for these benefits. As a result of an RFP process effective July 1, 2020 the City's 3rd party administrator was awarded to FutureComp for Heart & Hypertension claims. Actual expenditures related to Heart and Hypertension are accounted for in the Workers' Compensation Fund. There is a transfer in the Operating Transfers Out section to reflect this action. There was no increase in the budget for 2021-2022.

Budget Highlights

0018103 HEART AND HYPERTENSION			2020	2021	2021	2022	2022
OBJECT	PROJECT	DESCRIPTION	ACTUAL EXPENDITURE	ORIGINAL BUDGET	REVISED BUDGET	BUDGET REQUEST	APPROVED BUDGET
HEART AND HYPERTENSION							
516000		HEART AND HYPERTENSION WAGES	\$350,000	\$400,000	\$400,000	\$400,000	\$400,000
520930		HEART AND HYPERTENSION BENEFITS	349,000	229,000	229,000	230,000	230,000
531000		PROFESSIONAL FEES	1,000	1,000	1,000	0	0
591517		TRANSFER TO WORKERS COMPENSATION	(700,000)	(630,000)	(630,000)	(630,000)	(630,000)
TOTAL HEART AND HYPERTENSION			\$0	\$0	\$0	\$0	\$0
TOTAL HEART AND HYPERTENSION			\$0	\$0	\$0	\$0	\$0

Insurance

Service Narrative

This activity includes payment of the various premiums that provide protection for liability, fire losses, and damage claims. This includes workers' compensation insurance, insurance consultant fees, property insurance, auto insurance, liability insurance, claims deductibles, and council settlement claims.

The City uses the following consultants to assist with its insurance programs:

- Insurance Consultant - Tracy Driscoll, an insurance and financial services company located in Bristol. They are paid a consulting fee to serve as a liaison with the City's broker-agents.
- Casualty Insurance (or liability insurances) - H.D. Segur, Inc. acts as the City's broker-agent. They are paid through commissions included in the budgeted policy premiums.
- Property Insurance - Roland Dumont Agency Inc. acts as the City's broker-agent. They are paid through commissions included in the budgeted policy premiums.
- Workers' Compensation – FutureComp is the third party administrator to process claims for the City of Bristol Workers' Compensation self-insurance program.

Budget Highlights

The 2021-2022 Insurance budget shows a total increase of \$77,150 or 8% due to expected increases in auto and liability insurance. More information can be found on the City's Workers' Compensation self-insurance fund in the "Internal Service" tab. The City's contribution for Workers' Compensation increased by 12.8% and reflects to a more accurate allocation of costs among departments.

Shown below is the City's portion of the insurance allocation within the General Fund. The Board of Education, Sewer Operating and Assessment Fund, Water Department and Parks Department budget proportionately an allocation relative to their respective department budgets.

0018105 INSURANCE			2020	2021	2021	2022	2022
OBJECT	PROJECT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	BUDGET	APPROVED
			EXPENDITURE	BUDGET	BUDGET	REQUEST	BUDGET
INSURANCE							
520400		WORKERS COMPENSATION	\$1,650,000	\$1,675,000	\$1,675,000	\$1,889,305	\$1,889,305
531130		INSURANCE CONSULTANT	20,000	20,000	20,000	20,000	20,000
552000		PROPERTY INSURANCE	52,401	55,000	55,000	66,000	66,000
552010		AUTO INSURANCE	309,620	338,850	338,850	360,000	360,000
552100		LIABILITY INSURANCE	416,356	450,000	450,000	495,000	495,000
586110		CLAIMS- DEDUCTIBLE	140,636	100,000	120,000	100,000	100,000
586120		CLAIMS- COUNCIL SETTLEMENT	318	1,500	1,500	1,500	1,500
591517		TRANSFER OUT TO WORKERS COMPENSATION	(1,650,000)	(1,675,000)	(1,675,000)	(1,889,305)	(1,889,305)
TOTAL INSURANCE			\$939,331	\$965,350	\$985,350	\$1,042,500	\$1,042,500
TOTAL INSURANCE			\$939,331	\$965,350	\$985,350	\$1,042,500	\$1,042,500

Insurance Coverage	Broker Agent	Carrier	Policy Limits	Deductible
Workers' Compensation		FutureComp (3rd Party Admin.)	Self-Insured	N/A
Excess Workers' Compensation	H.D. Segur	Safety National	Statutory	\$750,000
Property	Roland Dumont Agency	Travelers	Various	\$5,000 EDP & A/R
Auto	H.D. Segur	Argonaut Ins.Co.	\$1,000,000	\$5,000 Bodily Injury/ Physical Damage \$1,000 Comp/Coll
Liability	H.D. Segur	Argonaut Ins.Co.	\$1,000,000	Occurrence
			\$3,000,000	Aggregate
Umbrella	H.D. Segur	PA Manufacturer's Assn. Ins. Co.	\$10,000,000	
Cyber Liability	H.D. Segur	Argonaut Ins Co	\$1,000,000	\$10,000
Pollution Liability	H.D. Segur	Navigators Specialty Ins Co	\$500,000	\$25,000

Miscellaneous

CITY				
Errors & Omissions	H.D. Segur	Argonaut Ins. Co.	\$1,000,000	\$25,000
Public Official & Employment Practices	H.D. Segur	Argonaut Ins. Co.	\$1,000,000	\$25,000
Law Enforcement	H.D. Segur	Argonaut Ins. Co.	\$1,000,000	\$25,000
Crime	Roland Dumont Agency	Travelers	Various	
EDUCATION				
Errors & Omissions	H.D. Segur	Argonaut Ins. Co.	\$1,000,000	\$25,000
Employment Practices Liability	H.D. Segur	Argonaut Ins. Co.	\$1,000,000	\$25,000
RETIREMENT BOARD				
Fiduciary Bond	Tracy Driscoll	Travelers	\$10,000,000	\$50,000

Property Insurance

Form Travelers Manuscript Form with Endorsements
 Conditions Risks of Direct Physical Loss including Flood and Earthquake
 Term July 1, 2021 to July 1, 2022
 Limits \$579,285,702 Buildings and Structures
 \$ 49,111,294 Personal Property
 \$ 2,500,000 Data Processing & Media
 \$ 3,746,472 Contractor's Equipment
 Valuation Replacement Cost (Except Contractor's Equipment), Agreed Amount,
 No Coinsurance
 Schedule of Insured On file

Crime

Coverage	Description
	Blanket Public Employee and School Employee Dishonesty Coverage Includes: <ul style="list-style-type: none"> ▪ Faithful Performance of Duty ▪ Pension and Employee Benefits ▪ Volunteers, Students, Non-Compensated Officers & Directors and Committee Members Scheduled Excess Limit of Insurance (Employee Dishonesty): <ul style="list-style-type: none"> ▪ \$1,000,000 Treasurer ▪ \$1,000,000 Deputy Treasurer ▪ \$1,000,000 Purchasing Agent ▪ \$1,000,000 Comptroller ▪ \$1,000,000 Assistant Comptroller ▪ \$1,000,000 Public Works Director
\$100,000	Forgery and Alteration
	Money & Securities (In/Out) Coverage includes: <ul style="list-style-type: none"> ▪ \$ 100,000 City Hall ▪ \$1,575,000 (Peak Season 7/1 – 8/10 & 1/1 – 2/10) ▪ \$ 30,000 Water Department ▪ \$ 15,000 Board of Education ▪ \$ 4,000 Bristol Eastern and Bristol Central High Schools
\$500,000	Computer Fraud
\$500,000	Funds Transfer Fraud
\$25,000	Counterfeit Currency
	Other Property <ul style="list-style-type: none"> ▪ \$100,000 Premises ▪ \$100,000 Messenger
\$250	Deductible - All coverages except Employee Dishonesty
\$1,000	Deductible - Employee Dishonesty

All Other

Service Narrative

This activity includes items that are extraordinary in nature and difficult to classify. These items include hydrant charges, citywide equipment/maintenance contracts, citywide postage reimbursement, tax foreclosure costs, and unanticipated expenses. The Contractual Obligations account sets aside funds for unsettled union contracts. The contingency account provides for unforeseen expenditures that may occur during the budget year.

Budget Highlights

The 2021-2022 budget shows an overall decrease of \$55,380 due to a reduction in anticipated leasing costs related to the computer replacement program offset by an increase in Contingency.

Miscellaneous

0018106 ALL OTHER

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
ALL OTHER							
522301		CONTRACTUAL OBLIGATIONS	\$0	\$0	\$127,697	\$0	\$0
531000		PROFESSIONAL FEES	15,936	15,950	15,950	15,950	15,950
541110		SEWER USE PAYMENTS HOUSING AUTHORITY	2,355	15,000	15,000	0	0
541220		HYDRANT CHARGES	38,448	40,000	40,000	40,000	40,000
543200		EQUIPMENT MAINTENANCE CONTRACTS	68,802	80,000	80,000	80,000	80,000
569000		OFFICE SUPPLIES	9,002	10,000	10,000	10,000	10,000
570100		LAND	2,452	0	0	0	0
570400		COMPUTER REPLACEMENT PROGRAM	236,225	300,000	300,000	300,000	200,000
581250		TAX FORECLOSURE COSTS	0	20,000	20,000	20,000	15,000
589000		CONTINGENCY	0	935,380	685,175	1,000,000	1,000,000
589100		UNANTICIPATED EXPENSES	7,437	30,000	30,000	30,000	30,000
TOTAL ALL OTHER			\$380,657	\$1,446,330	\$1,323,822	\$1,495,950	\$1,390,950
TOTAL ALL OTHER			\$380,657	\$1,446,330	\$1,323,822	\$1,495,950	\$1,390,950

Other Post-Employment Benefits (OPEB)

Service Narrative

The City offers post-retirement health care benefits to City and certain Board of Education employee groups that meet retirement eligibility requirements. As of the July 1, 2020 valuation there were 1,863 members, 344 currently receiving benefits and 1,519 active members (current employees). Government Accounting Standards Board (GASB) Statement #45 requires the City to report post-employment benefits costs on its financial statements as well as the liabilities associated with providing this benefit. The plan since FY2008, is to increase the funding each year until the City has fully funded the required contribution. There have been exceptions to the funding strategy over the years to balance budgetary needs with available revenue sources and taxes.

Milliman performs the actuarial valuation for the OPEB plan. Revised methodologies and assumptions were incorporated in the July 1, 2020 valuation. As a result the City contributed approximately 94.7% of the Actuarially Determined Contribution (ADC). This is comprised of the Expected Benefit Payouts (EBP) paid through the City's Health Insurance Internal Service Fund and the City's contribution budgeted in the general fund and transferred to the OPEB Trust fund. For FY2022, the City's contribution of \$1,200,000 combined with a \$100,000 contribution from the Water Department Enterprise Fund represents 62.4% of the total actuarial determined contribution of \$2,084,548. This represents a decrease over the FY2021 budget primarily due to balancing budgetary needs and challenges. However, with the net contribution funded at 62.4%, the City is in a good position.

Miscellaneous

The components of the ADC is as follows:

ACTUARIALLY DETERMINED CONTRIBUTION (ADC) FOR 2020-2021

	Actuarially Determined Contribution	Expected Benefit Payouts (EBP)	Net Budget Impact
City	\$2,467,433	(2,196,474)	\$270,959
Water	\$479,056	(364,036)	\$115,020
Police	\$1,891,854	(1,444,064)	\$447,790
Fire	\$1,084,829	(557,240)	\$527,589
BOE Certified	\$1,441,667	(861,885)	\$579,782
BOE Non-Certified	\$1,299,222	(1,155,814)	\$143,408
Totals	\$8,664,061	(\$6,579,513)	\$2,084,548
Budgeted City Contribution			<u>(\$1,300,000)</u>
Unfunded Contribution			\$784,548
% Contribution Funded			62.4%
% Contribution Funded including EBP			90.9%

Budget Highlights

0018107 OTHER POST EMPLOYMENT BENEFITS		2020	2021	2021	2022	2022
OBJECT	PROJECT	ACTUAL	ORIGINAL	REVISED	BUDGET	APPROVED
DESCRIPTION		EXPENDITURE	BUDGET	BUDGET	REQUEST	BUDGET
BENEFITS						
520925		\$1,450,000	\$1,300,000	\$1,300,000	\$1,300,000	\$1,200,000
TOTAL BENEFITS		\$1,450,000	\$1,300,000	\$1,300,000	\$1,300,000	\$1,200,000
TOTAL OTHER POST EMPLOYMENT BENEFITS		\$1,450,000	\$1,300,000	\$1,300,000	\$1,300,000	\$1,200,000

Operating Transfers Out

Service Narrative

This activity includes transfers to the Special Revenue funds, Debt Service funds, Capital Project funds and Internal Service funds. The Debt Service transfer detail can be found in the "Debt Management" tab. The Special Revenue transfer out includes funds for the City share of the Bristol Development Authority as seen in the "Special Revenue" tab.

Budget Highlights

The 2021-2022 budget shows an increase in operating transfers out in the amount of \$346,660. The charts below indicate the budget in summary and detail.

Debt Service expenditures can be found in detail in the "Debt Management" tab in this document. Capital Projects can be found in detail behind the "Capital Budget Summary" tab.

Miscellaneous

0018108 OPERATING TRANSFERS OUT

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
OPERATING TRANSFERS OUT (USES)							
591100		TRANSFER TO SPECIAL REVENUE	\$6,598,335	\$2,063,655	\$2,253,860	\$2,155,900	\$2,155,900
591201		TRANSFER TO DEBT SERVICE FUND	9,850,000	10,100,000	10,100,000	10,500,000	10,500,000
591300		TRANSFER TO CAPITAL PROJECTS	4,504,500	675,000	754,500	2,442,000	450,000
591500		TRANSFER TO INTERNAL SERVICE	29,422,864	14,162,070	31,646,146	14,411,485	14,241,485
TOTAL OPERATING TRANSFERS OUT			\$50,375,699	\$27,000,725	\$44,754,506	\$29,509,385	\$27,347,385
TOTAL OPERATING TRANSFERS OUT			\$50,375,699	\$27,000,725	\$44,754,506	\$29,509,385	\$27,347,385

	Budget 2020-2021	Request 2021-2022	Approved 2021-2022	Approved Increase/ (Decrease)
591100 Special Revenue:				
Fire Truck Reserve	\$ 100,000	\$ 100,000	\$ 100,000	\$ -
ECD - City Share	431,010	451,460	451,460	20,450
Solid Waste Contribution	1,144,400	1,140,400	1,140,400	(4,000)
Transfer Station Contribution	388,245	464,040	464,040	75,795
Subtotal	\$ 2,063,655	\$ 2,155,900	\$ 2,155,900	\$ 92,245
591201 Debt Service				
Debt Service	\$ 10,100,000	\$ 10,500,000	\$ 10,500,000	\$ 400,000
Subtotal	\$ 10,100,000	\$ 10,500,000	\$ 10,500,000	\$ 400,000
591300 Capital Projects				
CNR Contribution	\$ 25,000	\$ 25,000	\$ -	\$ (25,000)
Capital Projects	150,000	721,000	0	(150,000)
Assessor Revaluation	0	196,000	150,000	150,000
Road Improvements Fund	500,000	1,500,000	300,000	(200,000)
Subtotal	\$ 675,000	\$ 2,442,000	\$ 450,000	\$ (225,000)
591500 Internal Service				
Heart & Hypertension	\$ 630,000	\$ 630,000	\$ 630,000	\$ -
City Health Benefits	11,857,070	11,892,180	11,722,180	(134,890)
City Workers' Compensation	1,675,000	1,889,305	1,889,305	214,305
Subtotal	\$ 14,162,070	\$ 14,411,485	\$ 14,241,485	\$ 79,415
Totals	\$ 27,000,725	\$ 29,509,385	\$ 27,347,385	\$ 346,660

Public Buildings

David P. Oakes, Public Works Facilities Manager
 860-584-6107
 davidooakes@bristolct.gov

Service Narrative

This budget is administered by the Public Works Building Maintenance Division and provides for maintenance repairs and renovations for the Animal Control Facility, the City's five Firehouses, Beals Senior/Community Center, Youth Services, Public Works City Yard facilities, Main Library, Manross Library and other buildings transferred to the City. Transferred buildings include schools closed by the Board of Education plus private properties obtained by the City through purchase and foreclosure actions. Duties include minor and major maintenance as well as coordination with outside vendors for maintaining the building structures and plant.

Fiscal Year 2021 Goals and Accomplishments:

- Installed rain gutters on Transfer Station Recycling Building to eliminate water infiltration
- Replaced floor tiles in southern wings of the Beals Center (asbestos abatement required)
- Replaced antiquated battery bank for emergency lighting at Bristol Police/Court Complex.
- Replaced water damaged 277V panel at Bristol Police/Court Complex (including masonry repairs)
- Installed new security system at Transfer Station office, scale House and Quonset hut.
- Replaced the flat EPDM roof system at 51 High Street with a 30 year warranted system
- Completed a comprehensive mechanical upgrade of Fire Headquarters including: electrical system upgrades, HVAC systems and boiler replacement, lighting upgrades, overhead door replacement, store front and window replacements and kitchen upgrade
- Completed a mechanical systems study of the Police Complex for future capital planning purposes.
- Completed diamond grinding of concrete floors and application of heavy duty epoxy flooring systems at Animal Control Facility kennels.
- LED lighting upgrade for entire facility and exterior at Main Street Library.
- Replaced roofing system at Fire House #2 with a 30 year warranties system.
- Completed a full restoration of two vestibules at 51 High Street to maintain historic aesthetics.
- Replaced roof-top HVAC unit for the Transfer Station scale house.
- Completed formal decommissioning/cleaning of former gun range at City Hall.
- Completed a Facility Condition Assessment at the Police Complex for future capital planning.
- Completed repairs of deteriorated wall plaster in the historic section of the Main Library.

Fiscal Year 2022 Goals:

- Repair and replace rotted wood trim and complete exterior painting at 51 High Street
- Replace the fuel oil boiler at 51 High Street with a natural gas condensing boiler for energy efficiency (installation of a natural gas feed by Eversource completed previously)
- Replace sidewalks at Beals Center extending to Stafford Avenue and a small section between Senior Center and BOE BECC entrances
- Replace rooftop HVAC unit serving City Yard Mechanics Office areas which has exceeded life expectancy
- Replace select areas of carpeting in the lower level of the Main Library that has become discolored over time and use
- Replace select boiler piping at Manross Library that has corroded and poses a potential for integrity failure
- Install roof gutter guards system at Beals Community Center to eliminate employee exposure to elevated work and potential falls from seasonal cleanings
- Replace the current service counter at the Beals Senior Center with an ADA compliant counter to meet code requirements and for the benefit of the Center members
- Milling and re-paving of the rear apparatus bay ramp and staff parking at Fire House #2
- **ARPA Funded Projects**
- Replacement of undersized emergency generators at Fire Houses #2 & #5, which are not meeting the current building demand
- Upgrade the air conditioning system at Fire House #3 to provide proper occupant comfort during spring and summer months

Budget Highlights

Facility	Project	FY2022 Approved
City Yard	RTU Replacement	\$45,000
Main Library	Carpet Replacement	\$14,000
Manross Library	Boiler Piping Replacement	\$12,000
Beals Community Center	Roof Gutter Guard System	\$10,000
Beals Senior Center	ADA Counter Installation	\$35,000
Fire House #2	Rear Apparatus Ramp Re-Paving	\$60,000

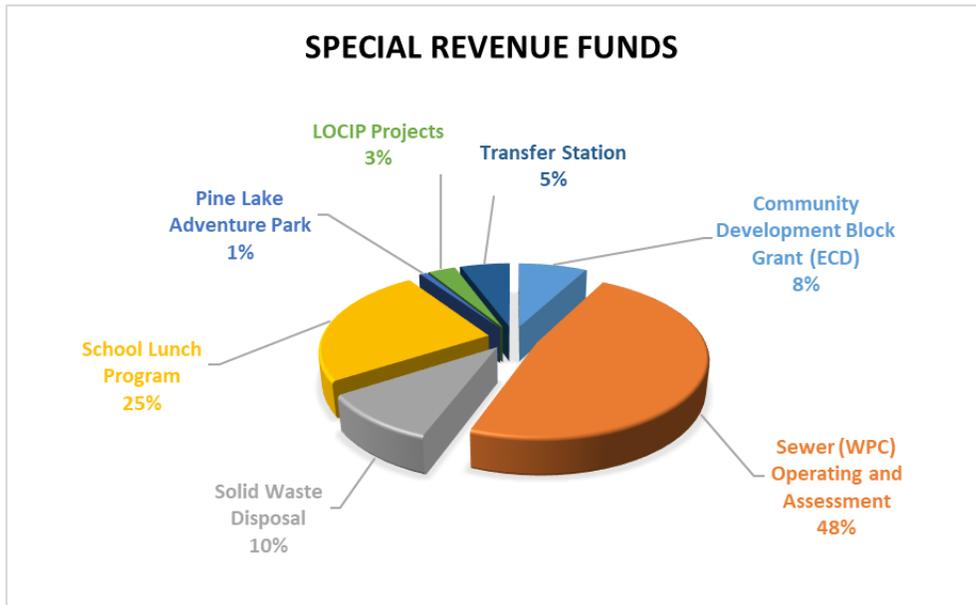
0018310 PUBLIC BUILDINGS

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
CAPITAL OUTLAY PROJECTS							
591101		IMPROVEMENTS	\$250,000	\$250,000	\$250,000	\$371,000	\$176,000
		TOTAL CAPITAL OUTLAY PROJ.	\$250,000	\$250,000	\$250,000	\$371,000	\$176,000
		TOTAL PUBLIC BUILDINGS	\$250,000	\$250,000	\$250,000	\$371,000	\$176,000



Special Revenue Funds

Special Revenue Funds Budgets and Expenditures			
	2020	2021	2022
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Community Development Block Grant (ECD)	1,082,427	1,159,699	1,173,146
Sewer (WPC) Operating and Assessment	6,880,761	7,278,000	7,139,700
Solid Waste Disposal	1,553,760	1,500,000	1,500,000
School Lunch Program	3,357,638	3,483,165	3,669,600
Pine Lake Adventure Park	18,660	115,000	115,000
LOCIP Projects	795,289	470,000	465,000
Transfer Station	789,093	747,545	839,790
Total Special Revenue Funds	\$14,477,628	\$14,753,409	\$14,902,236



Program Summary

Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. A summary of budgeted special revenue funds is presented in the table above.

Not all special revenue funds are budgeted. There are several funds whose revenue source dictates eligible expenditures. The revenue source for most of these are governmental grants and those include special grants for libraries, firefighters, disasters, community services and police department’s share of drug related asset forfeitures. Other revenue sources for these funds are the collection of fees of which a portion must be set aside for specific expenditures and general donations.

The State Local Capital Improvement Program (LOCIP) provides an annual entitlement for municipalities to be used for eligible non-school capital projects and improvements. Although the LOCIP fund does not receive a budget appropriation, it is a specific source of funding in the City’s Capital Budget, which is approved as part of the annual budget process. The LOCIP fund is presented here as if it were an appropriated fund.

Community Development Block Grant Fund Economic and Community Development

Justin Malley, Executive Director
(860) 584-6185
justinmalley@bristolct.gov

Service Narrative

The office of Economic and Community Development (ECD) is responsible for economic and community development in the City of Bristol, and is the successor organization to the Bristol Development Authority (BDA). The department is responsible for applying for and administering major grant funding, as well as for managing City of Bristol marketing efforts. The department is governed by a nine-member, bipartisan Board that is chaired by the Mayor. The board has full responsibility for the Community Development Block Grant (CDBG) programs, reviews applications for the Neighborhood Assistance Act, and oversees redevelopment activities which includes managing incentive programs, including economic development grants, tax abatements, and more.

The ECD office has five full-time staff positions, the majority of whom administer or generate special revenue. The Grants Administrator position is funded half by the City and half by federal funds through the U.S. Department of Housing and Urban Development (HUD). The Housing and Projects Specialist is primarily supported by HUD, and two other positions – the Executive Director and the department's Administrative Assistant – receive partial support from HUD. At this time, the Marketing and Public Relations Specialist is fully funded by the City. The federal government requires a specific accounting for each portion of the HUD-supported salaries.

Economic development efforts are concentrated on attracting, retaining, and growing industrial, office, medical, and retail establishments in the City. The ECD also works to encourage the development of new residential projects. This strategy helps to grow the tax base while offering employment opportunities and access to housing for Bristol residents. In addition to increasing the tax base, the ECD is focused on increasing employment opportunities in Bristol and stimulating economic development in other ways. Part of this process includes promoting the many qualities that make Bristol an ideal location to set up shop, from its talented workforce to potential tax abatements and grant funding for businesses in critical industries.

Downtown redevelopment, including supporting the West End neighborhood, is a priority for the ECD. Downtown redevelopment is part of a continuing effort to improve the physical environment, to attract new businesses, and to establish a new sense of purpose for the City center. The ECD has taken the lead on redeveloping approximately 15 acres in the heart of downtown now known as Centre Square, among other initiatives.

Fiscal Year 2021 Goals and Accomplishments:

- Grant Awards
From July 1, 2020 to mid-January 2021, the Economic and Community Development (ECD) has coordinated 26 economic development grant awards to support new and existing Bristol businesses completing facility improvements or receiving technical assistance. These grants are varied, from supporting minor renovation projects for the City's smallest businesses, to helping manufacturers add square footage to their facilities, to guiding startup businesses as they help energize the downtown area. A sampling of recent grant awards include:
 - PEPCO, a longtime manufacturer of electrical switchboards for the US Navy, continued to expand its operation with a 10,000 square foot addition.
 - GMN USA added a sophisticated grinding machine that will unlock new revenue streams.

- Popular Thai Avenue restaurant refinished a large west-facing wall at its establishment, turning a large eyesore into a tasteful element that complements the business' logo and exterior color theme.
 - Established business Skytop Motors purchased Bristol Auto Body and updated the interior and exterior of the well-known "West End" business.
 - The startup business Bakery on Maple is renovating a long-vacant storefront downtown that will soon host the company's exciting cakes and treats!
 - Several manufacturers received Technical Assistance Grants through an innovative partnership with Connstep. The grants are helping several manufacturers attain ISO certification, meet cybersecurity requirements, and implement "lean" manufacturing processes.
- Tax Incentives
From July 1, 2020 to present, the ECD has directed the approval of several tax abatement incentive packages to assist substantial development projects. The tax incentives take several forms, from State of CT programs including the Enterprise Zone program and "Urban Jobs" program, to specially tailored packages made possible through CT General Statute 12-65b.
- Oma's Pride, a nationally recognized pet food manufacturer, moved to downtown Bristol by opening its distribution hub on Valley Street.
 - Carrier Construction's "Residences on Main." project will bring new, market-rate apartment construction to downtown with the assistance of a tax abatement.
 - A new HOME2 hotel and 40,000 square foot conference center project was assisted by a short abatement schedule covering the first three years of operation.
 - Precision Express Manufacturing (PEM) relocated from a small industrial condo on Emmett Street to a sprawling manufacturing building on Dolphin Road with the help of a State-reimbursed tax program for manufacturers.
- Economic Development Highlights
- Several projects are taking shape in the Southeast Bristol Business Park. Specifically, Lot #2 and Lot #6 are under contract; Lot #8, Lot #9, Lot #10, and Lot #11 are off the market while developers complete due diligence.
 - The "Residences on Main" is a 32-unit, market-rate apartment project on Main Street that will be complete and fully leased by June 30, 2021.
 - National retailer Harbor Freight executed a long-term lease to fill the long-vacant "Staples" building on Farmington Ave. with the assistance of a short tax abatement period.
 - Developers Wesley Cyr and Oliver Wilson will begin construction on an 18,000 square-foot mixed-use building on "Parcel 10" of Centre Square, just north of the Bristol Health building. The building will feature 14 market rate apartments and approximately 8,000 square feet of first floor retail space.
 - Senior Living Development will soon break ground on a 60,000 square-foot assisted living project at the corner of North Main Street and Farmington Avenue.
 - Construction is underway on a combined 90,000 square foot hotel and conference center to complement the existing DoubleTree by Hilton hotel.
 - ECD is partnering with a brownfield land bank, Vesta Corp./BHA, and D'Amato Construction on the conversion of the J.H. Sessions building on Riverside Avenue to approximately 90 market-rate apartments.

- Marketing Highlights
 - Conducted and managed the Farmers Market for 20 weeks – giving the community an alternative means of purchasing fresh produce and locally-made products during the pandemic.
 - Developed and launched the “Made in Bristol” video series to highlight a few of the many Bristol small businesses to encourage others to open small businesses here in Bristol.
 - Created a “Welcome to Bristol” packet of materials in collaboration with the Mayor’s Office and the Department of Public Works to send to all new homeowners to provide them with important information about city services, how to navigate City Hall, information about our community and our schools, and things to do here in the All Heart City.

- Community Development Highlights for 2021
 - Awarded eight (8) Community Development Block Grant (CDBG) public service grants with a value of \$100,467 to eight (8) community agencies providing programs to benefit Bristol residents with low and moderate incomes; utilized \$3,000 of CDBG funding to support Fair Housing activities; provided \$50,000 in CDBG funds to replace deteriorated, unsafe sidewalks in approved areas; and awarded three CDBG capital project grants totaling \$70,000 to four non-profit organizations serving low and moderate-income residents.
 - For the period July 1, 2020 to June 30, 2021, the ECD utilized \$323,917 in CDBG Housing Rehabilitation funds to provide grants for projects benefiting 53 single and multi-family housing unit residents with low- to moderate incomes. Typical home improvements include the replacement of a home’s roof or heating system, upgrade to energy efficient windows, sewer line replacement and other emergency repairs.
 - A first round of COVID-19-related funding from the Federal Coronavirus Aid, Relief, and Economic Security Act (CARES) in March 2020 enabled the City to award \$393,989 in CDBG grant funds to St. Vincent DePaul Mission to expand the capacity of the homeless shelter to accommodate more people in a socially distanced manner, enable quarantine when necessary, and help stop the spread of the coronavirus. The work was completed in June 2021 and clients scheduled to move into the renovated upper floors in early July.
 - The second round of \$382,741 in CARES funding was allocated in September 2020, and the City conducted a competitive request for proposal process to provide grants to 10 social service agencies who serve the low- and moderate-income residents of Bristol while they prepare for, prevent, and respond to the coronavirus pandemic.

- Grants Administration Highlights
 - Worked with Public Works engineering staff to apply for additional State of CT Department of Transportation Community Connectivity grant funds to expand the improvements to sidewalks, crosswalks, directional signage, and other pedestrian enhancements needed in the West End – Rt. 72 corridor. Grant funding in the amount of \$439,405 was awarded in October 2020.
 - Provide support for brownfield remediation grant application(s) with Department of Economic and Community Development (DECD) and Environmental Protection Agency (EPA) for the Sessions Factory project on Riverside Avenue, in conjunction with the New Colony Brownfield Land Bank.
 - The Grants Administrator continues to work with the Bristol Fire Department to coordinate its Federal Emergency Management Agency (FEMA) training grants; with the Bristol Public Library to secure Historic Restoration funds from the State

Historic Preservation Office; with the Emergency Operations Manager to maintain FEMA and Emergency Management Performance Grant (EMPG) funding for local programs; and to consult with other City departments interested in applying for grant funding for new or expanding programs.

Summary of Fiscal Year 2021-2022 Budget:

- The ECD's 2021-2022 budget reflects limited changes within the ECD office during the upcoming fiscal year. The office currently enjoys part-time assistance from the Assistant Town Planner whose salary expenditure is included in the Public Works budget.
- The ECD has abided by the directive to maintain a level budget for the 2021-2022 fiscal year. In general, the ECD has been successful in operating under its approved budget in recent years and has even made substantial reductions. The ECD appreciates the opportunity to request project-specific funding at the Board of Finance level in the event a major initiative or opportunity arises that requires funding beyond what the budget allows.

Fiscal Year 2022 Goals:

- Continued Brownfield Growth
The ECD is now working with New Colony Development Corp. and Vesta Corp./BHA on the redevelopment of the J.H. Sessions building at 273 Riverside Avenue. This type of project cannot be wrapped up in one year, so it will continue to be a priority of the ECD for several years until the ribbon is cut on a new development for the site. Similarly, 894 Middle Street – a 17-acre property that was once the home of a metal reclamation facility – remains a long-term goal. As of January 2021, 894 Middle Street has been remediated, with appropriate reporting submitted to the State of CT and U.S. EPA. The City started marketing the land for development in 2021.
- Continued Focus on Securing Competitive Grants and Continuing Bristol's Successful CDBG Process
The ECD will continue to manage grants administration for City efforts while also coordinating the CDBG program in a responsible manner, adapting to funding changes and shifting priorities for the community. The department's primary effort for 2021-2022 will be balancing the responsibility of administering the unexpected CDBG funding received as a result of the COVID pandemic while continuing to manage the City's annual CDBG allocation.
- Continued Focus on Promoting Bristol
The ECD has made great strides in promoting the many positives of Bristol to a variety of audiences. That effort must continue to ensure residents and local businesses feel good about their community, and to make those outside Bristol aware that the All Heart City is a great place to visit, to purchase property, to start a new business, or to relocate or expand an existing business. This effort includes continuing to grow the popular Farmers Market.
- Sell Remaining City Owned Industrial Property
The ECD will continue to promote building opportunities within the Southeast Bristol Business Park, 894 Middle Street, and 229 Technology Park for appropriate end users. Also, as always the ECD will continue to assist in the sale or lease of privately owned buildings to new owners.
- Downtown Growth
The ECD must work hard to ensure the numerous projects planned for downtown proceed successfully through the City's regulatory processes, secure City/State incentives necessary to obtain financing, and navigate other challenges to get "shovels in the ground." At the same time, ECD must work with Public Works and other departments

Special Revenue Funds

to ensure the City maintains and improves downtown infrastructure to ensure private development success. This includes streetscapes, parking options, and more.

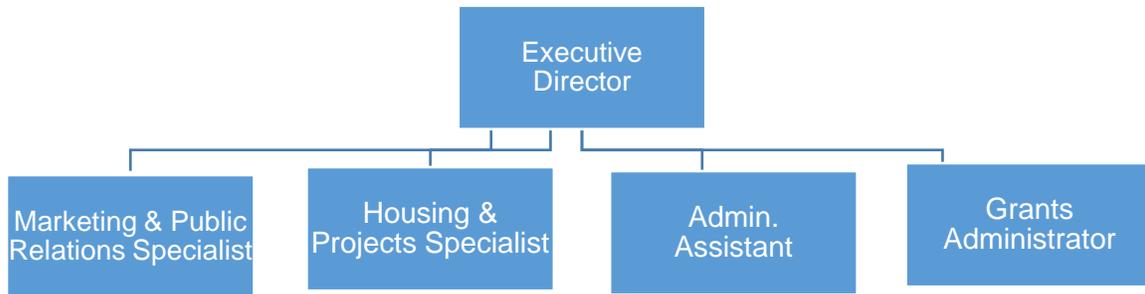
Long-Term Goals:

- The ECD expects the shuttering of “big box” retail stores to accelerate as a result of the COVID-19 pandemic. ECD is investigating methods to address this concern, including revisiting zoning regulations to encourage the repurposing of these spaces for distribution and/or similar uses.
- ECD is working with Bristol Adult Education, Tunxis Community College, Bristol Technical Education Center, Capital Workforce Partners, and others to establish and promote career training to place vulnerable retail employees into better careers within the manufacturing and healthcare industries. This assists local residents in search of secure, rewarding careers while also helping local businesses fill vacant positions.
- Finally, the responsible development of Centre Square remains a long-term goal to support the overall growth of downtown Bristol.

Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budgeted
Salary Expenditures	\$417,396	\$435,015	\$452,235
Full time Positions	5	5	5

Organizational Chart



Economic and Community Development Board

Mayor Ellen Zoppo-Sassu, Chairperson	11/2021
Howard T. Schmelder, Vice-Chairperson	12/2021
Dave Preleski, Council Member	11/2021
David Mills	12/2024
Thomas Hick	02/2024
Charles Cyr	12/2022
Marvin Goldwasser	12/2021
Andrew Rasmussen-Tuller	12/2024
Michael Zammett	12/2022

Special Revenue Funds



Budget Highlights

104 REVENUES

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL REVENUE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
1044101 BDA- CITYSHARE							
490001		TRANSFER IN GENERAL FUND	\$402,787	\$431,010	\$431,010	\$451,460	\$451,460
TOTAL BDA- CITYSHARE			\$402,787	\$431,010	\$431,010	\$451,460	\$451,460
1044103 BDA- CDBG- ADMINISTRATION							
431025		CDBG ENTITLEMENT	\$124,237	\$669,779	\$669,779	\$653,957	\$663,594
431083		REPROGRAMMING FUNDS CDBG	0	41,000	41,000	23,092	23,092
431084		PROGRAM INCOME	26,545	17,910	17,910	35,000	35,000
TOTAL BDA- CDBG- ADMINISTRATION			\$150,782	\$728,689	\$728,689	\$712,049	\$721,686
TOTAL BRISTOL DEVELOPMENT AUTHORITY			\$553,569	\$1,159,699	\$1,159,699	\$1,163,509	\$1,173,146

1044101 EXPENDITURES - CITY SHARE

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURES	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000	G2021	REGULAR WAGES	\$280,370	\$288,385	\$288,385	\$301,270	\$301,270
515100	G2021	OVERTIME	1,101	1,000	1,000	1,500	1,500
515200	G2021	PART TIME WAGES	1,920	1,920	0	0	0
517000	G2021	OTHER WAGES	0	2,400	2,400	2,410	2,410
TOTAL SALARIES			\$283,391	\$293,705	\$291,785	\$305,180	\$305,180
CONTRACTUAL SERVICES							
531000	G2021	PROFESSIONAL FEES AND SERVICES	\$2,105	\$9,100	\$9,100	\$9,100	\$9,100
553000	G2021	TELEPHONE	46	150	150	150	150
553100	G2021	POSTAGE	510	1,000	1,000	1,000	1,000
554000	G2021	TRAVEL REIMBURSEMENT	2,490	3,500	3,500	3,500	3,500
555000	G2021	PRINTING AND BINDING	978	1,000	1,000	1,000	1,000
557700	G2021	ADVERTISING	32,093	35,000	35,000	36,700	36,700
581120	G2021	CONFERENCES AND MEMBERSHIPS	7,158	7,500	7,500	7,500	7,500
581260	G2021	MISCELLANEOUS PROMOTIONS	921	1,000	1,000	1,000	1,000
581270	G2021	TRADE SHOWS	1,689	2,500	2,500	1,000	1,000
587467	G2021	DOWNTOWN REVITALIZATION ACTIVITIES	7,600	5,000	5,000	5,000	5,000
TOTAL CONTRACTUAL SERVICES			\$55,590	\$65,750	\$65,750	\$65,950	\$65,950
BENEFITS							
520100	G2021	LIFE INSURANCE	\$399	\$430	\$430	\$430	\$430
520500	G2021	DISABILITY INSURANCE	77	95	95	95	95
520700	G2021	F.I.C.A	16,919	17,880	17,880	18,680	18,680
520750	G2021	MEDICARE INSURANCE	3,957	4,185	4,185	4,370	4,370
TOTAL BENEFITS			\$21,352	\$22,590	\$22,590	\$23,575	\$23,575
SUPPLIES AND MATERIALS							
561800	G2021	PROGRAM SUPPLIES	\$1,266	\$1,500	\$1,500	\$1,500	\$1,500
569000	G2021	OFFICE SUPPLIES	1,107	1,500	1,500	1,500	1,500
TOTAL SUPPLIES AND MATERIALS			\$2,373	\$3,000	\$3,000	\$3,000	\$3,000
OPERATING TRANSFERS OUT							
591500	G2021	TRANSFER TO INTERNAL SERVICE	\$40,080	\$47,885	\$47,885	\$53,755	\$53,755
TOTAL OPERATING TRANSFERS OUT			\$40,080	\$47,885	\$47,885	\$53,755	\$53,755
TOTAL BDA- CITYSHARE			\$402,786	\$432,930	\$431,010	\$451,460	\$451,460

Special Revenue Funds

1044102 EXPENDITURES - REHABILITATION

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURES	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000	G2021	REGULAR WAGES	\$73,779	\$75,055	\$75,055	\$76,745	\$76,745
515100	G2021	OVERTIME- BDA REHAB	654	1,000	1,000	1,500	1,500
TOTAL SALARIES			\$74,433	\$76,055	\$76,055	\$78,245	\$78,245
CONTRACTUAL SERVICES							
531000	CDBG	PROFESSIONAL FEES	\$675	\$2,000	\$2,000	\$2,000	\$2,000
554000	G2021	TRAVEL REIMBURSEMENT	734	1,000	1,000	1,500	1,500
TOTAL CONTRACTUAL SERVICES			\$1,409	\$3,000	\$3,000	\$3,500	\$3,500
BENEFITS							
520100	G2021	LIFE INSURANCE	\$84	\$70	\$70	\$70	\$70
520500	G2021	DISABILITY INSURANCE	22	30	30	30	30
520700	G2021	F.I.C.A.	4,402	4,655	4,655	4,760	4,760
520750	G2021	MEDICARE INSURANCE	1,030	1,090	1,090	1,115	1,115
TOTAL BENEFITS			\$5,538	\$5,845	\$5,845	\$5,975	\$5,975
OTHER/MISCELLANEOUS							
587100	G2021	RESIDENTIAL REHABILITATION	\$295,837	\$246,434	\$476,926	\$276,092	\$285,729
587105	G2021	RESIDENTIAL REHABILITATION-MULTI	34,234	50,000	59,874	25,000	\$25,000
TOTAL OTHER/MISCELLANEOUS			\$330,071	\$296,434	\$536,800	\$301,092	\$310,729
SUPPLIES AND MATERIALS							
561800	G2021	PROGRAM SUPPLIES	\$0	\$1,000	\$1,000	\$1,000	\$1,000
			\$0	\$1,000	\$1,000	\$1,000	\$1,000
OPERATING TRANSFERS OUT							
591500	G2021	TRANSFER TO INTERNAL SERVICE	\$20,645	\$24,375	\$24,375	\$25,835	\$25,835
TOTAL OPERATING TRANSFERS OUT			\$20,645	\$24,375	\$24,375	\$25,835	\$25,835
TOTAL REHABILITATION			\$432,096	\$406,709	\$647,075	\$415,647	\$425,284

1044103 EXPENDITURES - ADMINISTRATION

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURES	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000	G2021	REGULAR WAGES	\$59,461	\$66,675	\$66,675	\$68,310	\$68,310
515100	G2021	OVERTIME	111	500	500	500	500
TOTAL SALARIES			\$59,572	\$67,175	\$67,175	\$68,810	\$68,810
CONTRACTUAL SERVICES							
531000	G2021	PROFESSIONAL FEES AND SERVICES	\$22,980	\$23,050	\$29,000	\$5,000	\$5,000
553100	G2021	POSTAGE	230	400	400	400	400
554000	G2021	TRAVEL REIMBURSEMENT	0	1,000	1,000	1,000	1,000
555000	G2021	PRINTING AND BINDING	34	600	600	500	500
557700	G2021	ADVERTISING	2,970	3,500	3,500	3,500	3,500
581120	G2021	CONFERENCE AND MEMBERSHIPS	287	2,000	2,000	2,000	2,000
TOTAL CONTRACTUAL SERVICES			\$26,501	\$30,550	\$36,500	\$12,400	\$12,400
BENEFITS							
520100	G2021	LIFE INSURANCE	\$63	\$115	\$115	\$115	\$115
520500	G2021	DISABILITY INSURANCE	11	25	25	25	25
520700	G2021	F.I.C.A.	3,693	4,135	4,135	4,235	4,235
520750	G2021	MEDICARE INSURANCE	864	970	970	990	990
TOTAL BENEFITS			\$4,631	\$5,245	\$5,245	\$5,365	\$5,365
SUPPLIES AND MATERIALS							
561800	G2021	PROGRAM SUPPLIES	\$35	\$1,000	\$1,000	\$1,000	\$1,000
569000	G2021	OFFICE SUPPLIES	266	500	500	500	500
TOTAL SUPPLIES AND MATERIALS			\$301	\$1,500	\$1,500	\$1,500	\$1,500
MISCELLANEOUS							
587902	G2021	FAIR HOUSING	\$225	\$3,000	\$3,000	\$3,000	\$3,000
TOTAL MISCELLANEOUS			\$225	\$3,000	\$3,000	\$3,000	\$3,000
OPERATING TRANSFERS OUT							
591500	G2021	TRANSFER TO INTERNAL SERVICE	\$6,355	\$11,145	\$11,145	\$11,810	\$11,810
TOTAL OPERATING TRANSFERS OUT			\$6,355	\$11,145	\$11,145	\$11,810	\$11,810
TOTAL ADMINISTRATION			\$97,585	\$118,615	\$124,565	\$102,885	\$102,885

Special Revenue Funds

1044104 EXPENDITURES - PUBLIC SERVICE GRANTS

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURES	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
MISCELLANEOUS							
585011	G2021	ST. VINCENT DEPAUL	\$24,000	\$25,000	\$25,000	\$0	\$0
585013	G2022	PRUDENCE CRANDALL	8,000	7,465	7,465	10,000	10,000
585014	G2022	YWCA SEXUAL ASSAULT CRISIS SERVICES	8,000	0	0	5,093	5,093
585024	G2021	SALVATION ARMY BRISTOL CORPS	0	7,000	7,000	0	0
585114	G2022	FAMILY RESOURCE CENTERS	0	3,000	3,000	4,000	4,000
585116	G2022	BOYS AND GIRLS CLUB- OUTREACH PROGRAM	24,999	23,000	23,000	20,000	20,000
585128	G2022	ADULT ED - INTRO TO MANUF	0	0	0	25,000	25,000
585156	G2022	HRA CASE MANAGEMENT	20,000	20,000	20,000	20,000	20,000
585161	G2020	FOR GOODNESS SAKE	1,571	0	0	0	0
585163	G2022	UNITED WAY - WALSH SUMMER WORK EXPERIENCE	5,000	4,000	4,000	4,000	4,000
585164	G2021	AGAPE HOUSE	0	11,000	11,000	0	0
587329	G2022	SHEPARD MEADOWS	4,000	0	0	10,000	10,000
TOTAL MISCELLANEOUS			\$95,571	\$100,465	\$100,465	\$98,093	\$98,093
TOTAL PUBLIC SERVICE GRANTS			\$95,571	\$100,465	\$100,465	\$98,093	\$98,093

1044105 EXPENDITURES - CDBG PROJECTS

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURES	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
MISCELLANEOUS							
585108	G2022	NEIGHBORHOOD HOS WATER/SEWER	0	0	0	10,000	10,000
585122	G2022	BRC KITCHEN	0	0	0	12,500	12,500
587314	G2019	WE SIDEWALKS	\$13,960	\$0	\$0	\$0	\$0
587011	G2021	OZ SIDEWALKS	0	50,000	50,000	0	0
587012	G2022	KOMANETSKY CONG HOUSING	15,429	20,000	20,000	10,000	10,000
587013	G2021	DISABLED AMERICAN VETERANS - ADA ACCESSIBILITY	0	25,000	25,000	0	0
587014	G2021	IMAGINE NATION	0	10,000	10,000	0	0
587016	G2021	NEW ENGLAND CAROUSEL MUSEUM - SAFETY LIGHTING	0	15,000	15,000	0	0
587327	G2020	BEULAH ZION CHURCH RENOVATIONS	25,000	0	0	0	0
587328	G2022	BARC ROOF	0	0	0	25,000	25,000
587331	G2022	SIDEWALKS	0	0	0	37,924	37,924
587342	G2020	TURNING POINT CHRISTIAN CENTER - HVAC/WINDOWS	30,000	0	0	0	0
TOTAL MISCELLANEOUS			\$54,389	\$120,000	\$120,000	\$95,424	\$95,424
CDBG PROJECTS			\$54,389	\$120,000	\$120,000	\$95,424	\$95,424



Sewer Operating and Assessment Fund Water Pollution Control

Sean Hennessey, Director of Sewer
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Service Narrative

The Water Pollution Control (WPC) Division of the Water and Sewer Department is accounted for in the Sewer Operating and Assessment Fund and is charged with the operation and maintenance of the City's wastewater collection and treatment facilities. The Division provides sanitary sewer collection and treatment services to approximately 92% of the City's populated area. The Division operates and maintains an advanced wastewater reclamation plant with 10.75 MGD capacity, 16 pumping stations, 245 miles of sewer lines and 5,660 manholes. The Division also provides administrative services for the operation, oversees sewer usage billing performed by the City's Water and Sewer Department and develops long term planning to assure the operation will meet the future needs of the Community. In accordance with state and federal regulations the Division is required to maintain a Capital Reserve Fund adequately funded to meet the financial demands of all facility upgrades, modifications and capital equipment replacement.

Fiscal Year 2021 Goals and Accomplishments:

- Improvements performed at the Water Pollution Control Facility (WPCF) included replacement of the existing plant water pumping system which is the original system installed in 1987, epoxy re-coating of the steel structures in the three primary clarifiers, and installation of a materials grinder in the sludge storage tank pump suction line.
- Waste Activated Sludge (WAS) tank rehabilitation completed.
- WP4-1999 F250 replaced with new F550 mason dump with plow and sander. WP4 was sold at auction.
- Replacement generator was ordered and received for the Cherry Hill Drive pumping station.
- Manhole rehabilitations commenced on the St. Paul School easement. Project to be completed spring of 2021.
- National Pollutant Discharge Elimination System (NPDES) permit negotiations completed and issued by Connecticut Department of Energy and Environmental Protection (DEEP) on 10/01/2020 for a period of five years.
- Water Pollution Control (WPC) began oversight of Miscellaneous Industrial Users previously done by CT DEEP.
- WPC successfully complied with NPDES permit parameters; producing high quality effluent to return to the Pequabuck River.
- WPC began completing sewer collection point repairs in-house to lower service costs.

Summary of Fiscal Year 2021-2022 Budget:

- Sewer Department created a new position, Sewer Construction Coordinator, to oversee sewer inspections, etcetera. Sewer inspections were previously done through Public Works Engineering Department.
- Operator salaries cumulatively decreased due to retirement of two class III Process Operators. Two process operators to be hired to replace retirees; operators will be Process Operators to start employment with the Water and Sewer Department.
- Streamlined operations at the WPCF have reduced overall consumables thus lowering operational costs.
- Large capital projects suspended until previously budgeted capital projects are completed.

Fiscal Year 2022 Goals:

- Work to complete prior years budgeted capital projects.
- Solicit bids for sludge storage tank rehabilitation.
- Continue to rehabilitate sewer collection infrastructure.
- Replace Headworks roof.
- Replace Pump House roof.
- Install security cameras to secure WPCF.

Long Term Goals:

- The WPC division annually prepares a ten year capital improvement project schedule to prepare for large future capital expenditures associated with aging facility equipment and infrastructure. Due to the pandemic and reduced work force, prior capital projects budgeted have not been completed. WPC will emphasize a commitment to complete budgeted capital projects before engaging in new projects. This schedule also provides a means for budgetary considerations such as future rate increases or decreases, funding methods, and debt service payments. Challenges include identifying long term capital improvement projects to effectively rehabilitate the City's aging collection system infrastructure as well as maintaining NPDES compliance at the WPCF. The City maintains 245 miles of sewers, many of which date back to early 1900's and in some instances the late 1890's. The ten year capital improvement project schedule is dynamic and ever-changing due to evaluating the effectiveness of prior capital improvements as well as re-evaluating future project cost benefits as other projects are completed. Improvements to the WPCF include concrete tank rehabilitations of aeration, sludge storage and settling tanks as well as odor control upgrades at pumping stations. Infiltration and inflow minimization will be prioritized as the Division's long term goal.



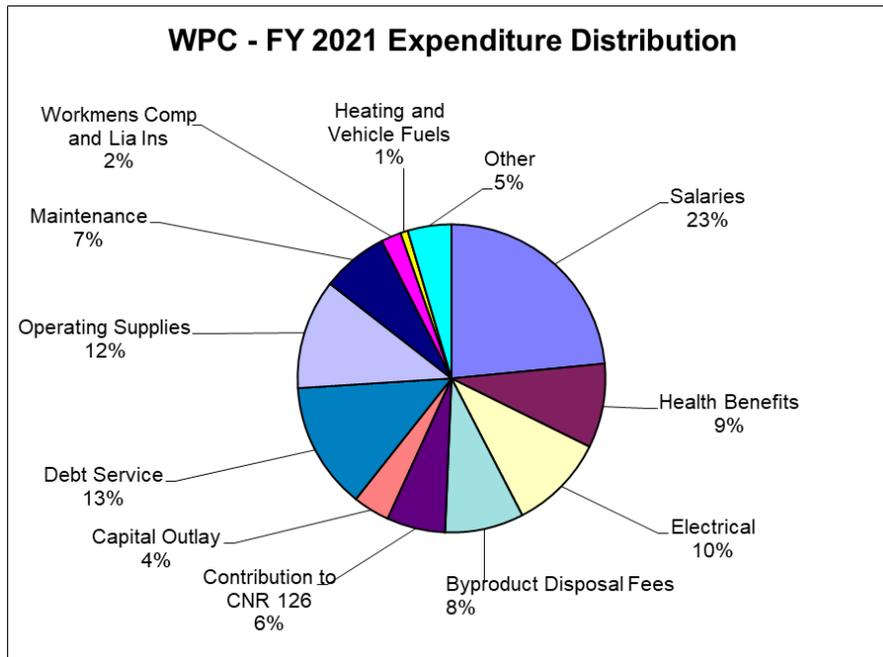
Performance Measures

Quantitative:

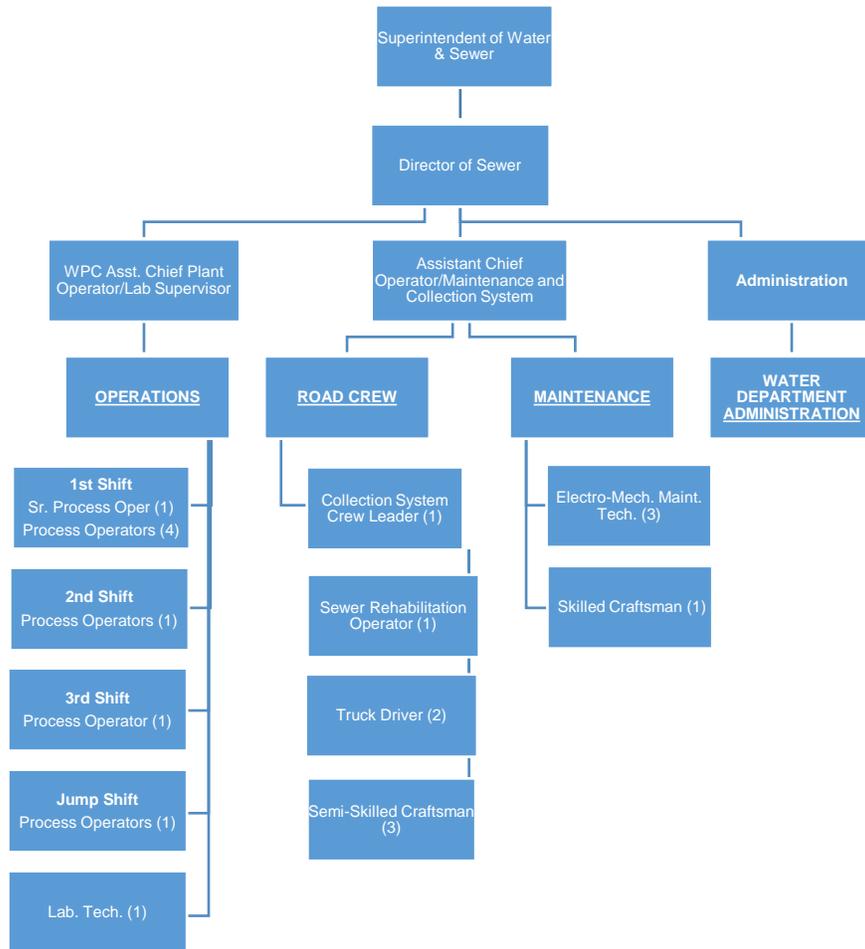
ACTIVITY	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual
Treatment Operations Activity:				
Wastewater treated	2.9 billion gals.	4.1 billion gals.	3.4 billion gals.	2.7 billion gals.
Solids processed	8,500 wet tons	9,400 wet tons	8,800 wet tons	8,600 wet tons

Expenditure & Position Summary

	2020 Actual	2021 Estimated	2022 Budgeted
Salary Expenditures	\$1,620,489	\$1,763,396	\$1,815,215
Full Time Positions	24	24	24



Organizational Chart



Budget Highlights

Total Operating Budget for fiscal year 2021-2022 is \$7,139,700. Capital Outlay request of \$238,000 includes equipment replacements at the treatment plant and pump stations.

The budget includes funding to the Division’s capital equipment and infrastructure programs to provide adequate financial resources for the Division’s commitment to Sanitary Sewer Overflow Prevention, Infiltration and Inflow Reduction and the state and federal mandate for phosphorus treatment.

Special Revenue Funds

1183014 REVENUES

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL REVENUE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
TAXES & PRIOR LEVIES							
410003		ASSESSMENTS-INTEREST, LIENS & PENALTIES	\$1,328	\$3,000	\$3,000	\$2,000	\$2,000
		TOTAL TAXES & PRIOR LEVIES	\$1,328	\$3,000	\$3,000	\$2,000	\$2,000
FINES/FEES							
402000		SEWER ASSESSMENTS & ADJUSTMENTS	\$9,546	\$0	\$0	\$0	\$0
422005		CUSTOMER DUMPING FEES	89,715	70,350	70,350	74,000	74,000
422006		UNMETERED COMMERCIAL SEWER USER FEES	1,781,713	1,754,400	1,754,400	1,734,400	1,734,400
422007		UNMETERED DOMESTIC SEWER USER FEES	4,793,775	4,700,000	4,700,000	4,630,970	4,630,970
422008		UNMETERED FACTORY SEWER USER FEES	209,281	224,500	224,500	209,300	209,300
422009		UNMETERED PUBLIC SEWER USER FEES	291,383	313,250	313,250	296,150	296,150
		TOTAL FINES/FEES	\$7,175,412	\$7,062,500	\$7,062,500	\$6,944,820	\$6,944,820
LICENSE, PERMITS, FEES							
442015		SEWER CONNECTION PERMITS	\$66,430	\$98,000	\$98,000	\$93,400	\$93,400
		TOTAL LICENSE, PERMITS, FEES	\$66,430	\$98,000	\$98,000	\$93,400	\$93,400
INVESTMENT EARNINGS							
460000		INTEREST INCOME	\$34,224	\$19,500	\$19,500	\$7,500	\$7,500
		TOTAL INVESTMENT EARNINGS	\$34,224	\$19,500	\$19,500	\$7,500	\$7,500
OTHER/MISCELLANEOUS REVENUE							
454001		MISCELLANEOUS- OTHER	\$13,976	\$11,000	\$11,000	\$14,000	\$14,000
461002		BUDGETARY FUND BALANCE UNRESTRICTED	0	0	636,187	0	0
480013		MISCELLANEOUS REVENUE LIENS	19,150	24,000	24,000	21,360	21,360
480014		MISCELLANEOUS PENALTIES SEWER USER	46,338	60,000	60,000	56,620	56,620
		TOTAL OTHER/MISCELLANEOUS	\$79,464	\$95,000	\$731,187	\$91,980	\$91,980
		TOTAL WATER POLLUTION CONTROL	\$7,356,858	\$7,278,000	\$7,914,187	\$7,139,700	\$7,139,700



Special Revenue Funds

1183014 EXPENDITURES			2020	2021	2021	2022	2022
OBJECT	PROJECT	DESCRIPTION	ACTUAL EXPENDITURES	ORIGINAL BUDGET	REVISED BUDGET	BUDGET REQUEST	APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$1,499,320	\$1,632,250	\$1,686,046	\$1,740,340	\$1,740,340
515100		OVERTIME	78,250	53,675	55,675	53,675	53,675
515100	COVID	OVERTIME	17,816	0	0	0	0
517000		OTHER WAGES	25,103	21,675	21,675	21,200	21,200
TOTAL SALARIES			\$1,620,489	\$1,707,600	\$1,763,396	\$1,815,215	\$1,815,215
CONTRACTURAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$148,351	\$125,000	\$125,000	\$150,000	\$150,000
531150		ADMINISTRATIVE FEES	48,819	65,000	65,000	65,000	65,000
541000		PUBLIC UTILITIES	661,038	734,000	734,000	690,050	690,050
541100		WATER AND SEWER CHARGES	10,420	15,300	15,300	12,250	12,250
542120		TIPPING FEES	576,400	602,000	602,000	587,000	587,000
542140		REFUSE	556	1,500	1,500	670	670
543000		REPAIRS AND MAINTENANCE	75,047	70,000	70,000	64,000	64,000
543011		COL SYSTEM	113,894	160,000	160,591	120,000	120,000
543100		MOTOR VEHICLE SERVICE AND REPAIR	3,880	9,500	9,500	7,880	7,880
543110		MAJOR REPAIRS	121,336	220,000	220,000	150,000	150,000
544400		RENTS AND LEASES	3,662	6,000	6,000	4,580	4,580
553000		TELEPHONE	2,472	2,600	2,600	2,600	2,600
553100		POSTAGE	0	100	100	100	100
554000		TRAVEL REIMBURSEMENT	0	100	100	100	100
555000		PRINTING AND BINDING	369	250	250	250	250
557700		ADVERTISING	0	500	500	500	500
581120		CONFERENCES AND MEMBERSHIPS	242	630	630	630	630
581135		SCHOOLING AND EDUCATION	6,973	6,500	6,505	3,800	3,800
581280		LIEN FEES	1,650	5,600	5,600	4,500	4,500
589100		MISCELLANEOUS	10,425	9,300	9,300	9,400	9,400
TOTAL CONTRACTURAL SERVICES			\$1,785,535	\$2,033,880	\$2,034,476	\$1,873,310	\$1,873,310
BENEFITS							
520100		LIFE INSURANCE	\$2,135	\$2,220	\$2,304	\$2,715	\$2,715
520400		WORKERS' COMPENSATION	90,000	90,000	90,000	91,935	91,935
520500		DISABILITY	526	700	724	550	550
520700		F.I.C.A.	94,501	105,515	105,515	110,000	110,000
520700	COVID	F.I.C.A.	1,105	0	0	0	0
520750		MEDICARE INSURANCE	22,102	23,000	23,000	25,725	25,725
520750	COVID	MEDICARE INSURANCE	258	0	0	0	0
591517		TRANSFER W/C	0		(90,000)	0	0
TOTAL BENEFITS			\$210,627	\$221,435	\$131,543	\$230,925	\$230,925
SUPPLIES AND MATERIALS							
561150		LABORATORY SUPPLIES	\$14,944	\$14,000	\$14,000	\$13,250	\$13,250
561400		MAINTENANCE SUPPLIES AND MATERIALS	565,001	758,000	758,000	640,500	640,500
561800		PROGRAM SUPPLIES	47,478	67,380	82,380	60,000	60,000
561800	COVID	PROGRAM SUPPLIES	4,712	0	0	0	0
562200		NATURAL GAS	29,049	30,000	30,000	30,000	30,000
562600		MOTOR FUELS	19,071	26,000	26,000	23,000	23,000
563000		MOTOR VEHICLE PARTS	4,631	5,500	5,500	5,400	5,400
563100		TIRES	0	4,000	4,000	3,500	3,500
569000		OFFICE SUPPLIES	1,159	2,000	2,000	1,700	1,700
TOTAL SUPPLIES AND MATERIALS			\$686,045	\$906,880	\$921,880	\$777,350	\$777,350

Special Revenue Funds

1183014

EXPENDITURES

OBJECT	PROJECT	DESCRIPTION	2020	2021	2021	2022	2022
			ACTUAL EXPENDITURES	ORIGINAL BUDGET	REVISED BUDGET	BUDGET REQUEST	APPROVED BUDGET
CAPITAL OUTLAY							
570200	20011	REPLACE ROOFTOP HEAT & A/C	\$36,158	\$0	\$40,000	\$0	0
570300	18006	REMOVE UST & INSTALL BYPASS	0	0	36,069	0	0
570300	18009	AIR HAND & ODOR CONTROL	0	0	60,000	0	0
570300	18011	RELIEF VALVE & MANHOLE RONZO RD	0	0	35,000	0	0
570300	19002	BYPASS TAP BOIVIN ST.	0	0	30,000	0	0
570400	15010	LAKE AVE PUMP STATION PUMP	0	0	158,182	0	0
570400	17019	PUMP STATION REPAIRS	23,793	0	0	0	0
570400	19005	PUMP STATION CONTROLS	844	0	13,127	0	0
570400	19007	PUMP REPLAC CROSS ST	46,160	0	0	0	0
570400	20006	SANDBLAST CLARIFIERS	2,700	0	164,280	0	0
570400	20007	REPLACE PLANT WATER PUMPING SYSTEM	0	0	50,000	0	0
570400	20008	CHERRY HILL GENERATOR	0	0	60,000	0	0
570400	20009	SLUDGE GRINDER STOR TANK	13,750	0	0	0	0
570400	20010	REPLACE ATS	0	0	100,000	0	0
570400	20012	CONFINED SPACE EQUIPMENT	3,786	0	0	0	0
570400	21006	MINOR ST PS GENERATOR	0	50,000	50,000	0	0
570400	21007	ATS BROAD ST PUMP STATION	0	50,000	50,000	0	0
570400	21009	UTILITY VEHICLE FOR REM LOC	0	10,000	10,000	0	0
570400	21010	CONTROL UPGRADE 5 PS	0	100,000	100,000	0	0
570500	21008	F550 MASON DUMP W/ PLOW & SAND	0	70,000	70,000	0	0
570200	22011	HEADWORKS ROOF REPLACEMENT	0	0	0	0	66,000
570200	22012	PUMP HOUSE ROOF REPLACEMENT	0	0	0	0	17,000
570400	22008	REPLACE CCTV GROUT TRUCK	0	0	0	0	35,000
570400	22009	SECURITY CAMERAS	0	0	0	0	75,000
570400	22010	ELECTRIC FORKLIFT	0	0	0	0	45,000
579999		EQUIPMENT	0	0	0	238,000	0
TOTAL CAPITAL OUTLAY			\$127,191	\$280,000	\$1,026,658	\$238,000	\$238,000
OTHER/MISCELLANEOUS							
552100		LIABILITY INSURANCE	\$67,648	\$64,000	\$64,000	\$84,235	\$84,235
589000		CONTINGENCY	0	130,000	\$130,000	130,000	130,000
589120		REFUNDS OF SEWER USER FEES	0	2,500	\$2,500	2,500	2,500
TOTAL OTHER/ MISCELLANEOUS			\$67,648	\$196,500	\$196,500	\$216,735	\$216,735
OPERATING TRANSFERS OUT							
591001		TRANSFERS TO GENERAL FUND	\$14,452	\$3,000	\$3,000	\$3,000	\$3,000
591126		TRANSFER OUT CLEAN WATER FUND	828,955	828,955	828,955	828,955	654,970
591201		TRANSFER OUT DEBT	138,000	140,500	140,500	146,500	146,500
591300		TRANSFERS TO CAPITAL PROJECTS	870,215	448,510	448,510	498,650	672,635
591500		TRANSFERS TO INTERNAL SERVICE	531,605	510,740	623,635	511,060	511,060
591517		TRANSFER TO WORKER'S COMP	(90,000)	0	0	0	0
TOTAL OPERATING TRANSFERS OUT			\$2,293,227	\$1,931,705	\$2,044,600	\$1,988,165	\$1,988,165
TOTAL WATER POLLUTION CONTROL			\$6,790,761	\$7,278,000	\$8,119,053	\$7,139,700	\$7,139,700

Solid Waste Disposal Fund

Service Narrative

The Solid Waste Disposal fund is used to account for the operations of the City's solid waste disposal program. Solid waste expenditures made from this fund are used to cover municipal solid waste (MSW) tip fees. This includes all costs for the disposal of City refuse collected curbside by the City's Public Works Solid Waste Division. Tip fees are set in a 2012 Municipal Solid Waste and Recycling Services Agreement dated December 21, 2012 with a term extending through June 30, 2034. Tip fee is adjusted annually using a CPI index for the period ending March 31 of the immediately preceding contract year with a minimum 1.75% and maximum 3.25% annual increase. The primary funding source is through a transfer from the General Fund.

Fiscal Year 2021 Goals and Accomplishments:

- Revised Solid Waste Ordinance to reflect current Department policies and environmental standards.
- Monitored legislative activity and opposed any proposed legislation associated with a Connecticut Department of Energy and Environmental Protection (DEEP) initiative to implement/mandate a "pay as you throw" rubbish disposal system requiring residents to purchase dedicated/paid for colored bags for rubbish collection.
- Developed "Reduce, Reuse, and Recycle" (RR and R) community education program to promote reduction in solid waste disposal. The RR and R education includes the implementation of a "Trash to Treasure" program, recycling app, school garden, and compost seminars.
- Supported of Covanta DEEP permit to process medical waste will potentially increase host fee payments to the City.
- Covid pandemic increased rubbish disposal quantities approximately ten percent (18,000 tons to 20,000 tons).

Summary of Fiscal year 2021-2022 Budget:

- Extend existing recycling processing contract. City recycling processing cost through the Bristol Resource Recovery Facility Operating Committee (BRRFOC) have stabilized, the current recycling processing cost is \$83/ton compared to rubbish disposal cost of \$67/ton. Although national/international recycling markets have stabilized, a return to recycling credits (\$12/ton FY2018-19) is not anticipated or realistic.

Fiscal Year 2022 Goals:

- Increase public education associated with updated solid waste ordinance.
- Implement program to promote the reduction of municipal solid waste in order to reduce recycling and refuse disposal cost.
- Educate residents on ways to reduce solid waste and recycling.
- Implement/investigate measures to reduce cost associated with disposal of municipal single stream recycling, including separation of glass from the existing single stream recycling stream.

Long Term Goals:

- Develop and implement programs to reduce the quantity of solid waste generated within the City through education and public awareness to reduce disposal cost of refuse and recyclable material and reduce impact on the environment.
- Construct local/regional recycling process facility to reduce/control cost. Utilization of City rail system may serve as an opportunity to decrease transportation cost.

Special Revenue Funds

Budget Highlights

1213016 REVENUES

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL REVENUE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
LICENSE, PERMITS, FEES							
450303		DISPOSAL PERMIT	\$200	\$200	\$200	\$200	\$200
TOTAL LICENSE, PERMITS, FEES			\$200	\$200	\$200	\$200	\$200
CHARGES FOR SERVICES							
450303		RECYCLING RECIEPTS	\$58,333	\$54,000	\$54,000	\$58,000	\$58,000
TOTAL CHARGES FOR SERVICES			\$58,333	\$54,000	\$54,000	\$58,000	\$58,000
INVESTMENT EARNINGS							
460000		INTEREST INCOME	\$3,347	\$1,400	\$1,400	\$1,400	\$1,400
TOTAL INVESTMENT EARNINGS			\$3,347	\$1,400	\$1,400	\$1,400	\$1,400
OTHER/MISCELLANEOUS REVENUE							
480000		CITY OF BRISTOL HOST FEE	\$332,253	\$300,000	\$300,000	\$300,000	\$300,000
TOTAL OTHER/MISCELLANEOUS			\$332,253	\$300,000	\$300,000	\$300,000	\$300,000
OPERATING TRANSFERS IN							
490001		TRANSFER IN GENERAL FUND	\$1,182,450	\$1,144,400	\$1,144,400	\$1,140,400	\$1,140,400
TOTAL OPERATING TRANSFERS IN			\$1,182,450	\$1,144,400	\$1,144,400	\$1,140,400	\$1,140,400
TOTAL SOLID WASTE DISPOSAL FUND			\$1,576,583	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000

1213016 EXPENDITURES

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURES	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
CONTRACTUAL SERVICES							
542140		CITY REFUSE	\$1,553,760	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000
TOTAL CONTRACTUAL SERVICES			\$1,553,760	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000
SOLID WASTE DISPOSAL FUND TOTAL			\$1,553,760	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000

School Lunch Program

David Foulds, Director
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Service Narrative

The Bristol School Food Services Department (Department) operates under the direction of the Bristol Board of Education (District), Child Nutrition Services and USDA Child Nutrition programs. The district annually adopts the National School Breakfast, National School Lunch programs and the CT Healthy Foods Plan. The School Food Service Department complies with all guidelines established by the State of Connecticut Department of Education, Child Nutrition Services.

For the 2020-2021 School Year the District participated in the Community Eligibility Program (C.E.P.) whereby school-wide meals are free to all students. The entire school district qualified for C.E.P in Bristol, so all schools were able to participate in the C.E.P. Despite the Covid-19 pandemic, student participation in school meals remained consistent throughout the 2020-2021 school year.

The Department's mission is to provide students with healthy, nutritious and appealing foods in a timely manner and in a pleasant environment every day. Grants have been awarded to provide fresh fruits and vegetables in all meal choices.

The District enrollment for fiscal year 2020-2021 in all grades was approximately 7,724 students. The Department served 440,434 reimbursable lunches and 271,090 reimbursable breakfasts.

Special Revenue Funds

The District receives funding through the Department of Education Child Nutrition offices through both federal and state reimbursements and grants, as well as through cash sales revenues. The Department operates 12 food services sites throughout the District.

Fiscal Year 2021 Goals and Accomplishments:

- Instituted the CEP program at ALL schools in the district.
- Offered meals to all students in schools and those attending virtually through an organized distribution plan.

Fiscal Year 2022 Goals:

- Increase participation at all schools for the breakfast and lunch programs for the 2021-2022 school year.
- Improve financial position from previous years as we emerge from the COVID-19 pandemic.
- Diversify food choices across the district by offering foods that recognize the cultural dynamics of our students.

Long Term Goals:

- Maintain a diverse, self-sustaining School Lunch Program that invites consistent student participation across all grade levels.

1275000 REVENUES			2020	2021	2021	2022	2022
OBJECT	PROJECT	DESCRIPTION	ACTUAL	ORIGINAL	REVISED	BUDGET	APPROVED
			REVENUE	BUDGET	BUDGET	REQUEST	BUDGET
CHARGES FOR SERVICES							
450307		SCHOOL LUNCHES	\$226,882	\$318,445	\$318,445	\$120,300	\$120,300
450308		OTHER SALES	13,385	20,000	20,000	10,000	10,000
		TOTAL CHARGES FOR SERVICES	\$240,267	\$338,445	\$338,445	\$130,300	\$130,300
INVESTMENT EARNINGS							
460000		INTEREST INCOME	\$42	\$0	\$0	\$0	\$0
		TOTAL INVESTMENT EARNINGS	\$42	\$0	\$0	\$0	\$0
FEDERAL GRANTS							
431007		FEDERAL REIMBURSEMENT	\$2,573,652	\$2,996,285	\$2,996,285	\$3,390,300	\$3,390,300
		TOTAL FEDERAL GRANTS	\$2,573,652	\$2,996,285	\$2,996,285	\$3,390,300	\$3,390,300
STATE GRANTS							
432038		MISC. STATE REIMBURSEMENT	\$152,129	\$148,435	\$148,435	\$149,000	\$149,000
		TOTAL STATE GRANTS	\$152,129	\$148,435	\$148,435	\$149,000	\$149,000
OPERATING TRANSFERS IN							
490001		TRANSFER IN GENERAL FUND	\$420,000	\$0	\$0	\$0	\$0
		TOTAL OPERATING TRANSFERS IN	\$420,000	\$0	\$0	\$0	\$0
		TOTAL SCHOOL LUNCH REVENUE	\$3,386,090	\$3,483,165	\$3,483,165	\$3,669,600	\$3,669,600

Special Revenue Funds

C4003100 EXPENDITURES

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURES	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
512100		CAFETERIA SUPERVISORS	\$133,587	\$138,175	\$138,175	\$147,000	\$147,000
512110		CAFETERIA WORKERS	1,229,316	1,168,230	1,168,230	1,219,400	1,219,400
512130		REPLACEMENTS	18,793	28,000	28,000	30,000	30,000
515100	COVID	OVERTIME - COVID	44,931	0	0	0	0
TOTAL SALARIES			\$1,426,626	\$1,334,405	\$1,334,405	\$1,396,400	\$1,396,400
BENEFITS							
520100		LIFE INSURANCE	\$1,197	\$3,250	\$3,250	\$1,200	\$1,200
520500		DISABILITY	4,479	3,600	3,600	3,300	3,300
520700		FICA	81,355	78,535	78,535	81,100	81,100
520750		MEDICARE	19,026	18,465	18,465	17,000	17,000
TOTAL BENEFITS			\$106,057	\$103,850	\$103,850	\$102,600	\$102,600
CONTRACTUAL SERVICES							
544400		RENTS AND LEASES	\$12,590	\$14,000	\$14,000	\$14,000	\$14,000
TOTAL CONTRACTUAL SERVICES			\$12,590	\$14,000	\$14,000	\$14,000	\$14,000
SUPPLIES AND MATERIALS							
561600		FOOD SUPPLIES	\$1,438,842	\$1,605,445	\$1,605,445	\$1,708,000	\$1,708,000
561700		SCHOOL LUNCH SUPPLIES	108,164	140,000	140,000	145,000	145,000
TOTAL SUPPLIES AND MATERIALS			\$1,547,007	\$1,745,445	\$1,745,445	\$1,853,000	\$1,853,000
OTHER/MISCELLANEOUS							
581500		NON-LUNCH EXPENSE	\$12,243	\$15,465	\$15,465	\$17,000	\$17,000
TOTAL OTHER/MISCELLANEOUS			\$12,243	\$15,465	\$15,465	\$17,000	\$17,000
OPERATING TRANSFERS OUT							
591500		TRANSFER OUT INTERNAL SERVICE	\$253,115	\$270,000	\$270,000	\$286,600	\$286,600
TOTAL OPERATING TRANSFERS OUT			\$253,115	\$270,000	\$270,000	\$286,600	\$286,600
TOTAL SCHOOL LUNCH EXPENDITURES			\$3,357,638	\$3,483,165	\$3,483,165	\$3,669,600	\$3,669,600

Pine Lake Adventure Park

Dr. Joshua T. Medeiros, Superintendent

860-584-6160

parksandrecreation@bristolct.gov

www.bristolrec.com

Service Narrative

In October 2019, the Pine Lake Challenge Course was rebranded as the Pine Lake Adventure Park (PLAP) and was realigned within the Recreation Division of the Department of Parks, Recreation, Youth and Community Services. The Pine Lake Adventure Park program (PLAP) is nestled in a grove of pine trees on public property within the urban community. The PLAP consists of more than 40 different elements constructed with a series of ropes, cables, and obstacles in a grove of trees and an abutting playing field, and its facilities spans over seven acres.

The PLAP elements are designed to create certain challenges for a group or individuals with the support of a group. The elements and stations can be adapted for comparable adventure-based experiences for individuals with physical disabilities. The elements are designed to test teamwork, communication skills, creativity and the degree of cooperation within the group. Other challenges are intended to test an individual's sense of balance, agility, trust, perseverance, and leadership. In addition, adventure programs which involve games, initiatives, and portable elements may be delivered to a group at community locations. All activities are facilitated by professionally trained staff who utilize special skills and techniques to make the experience safe, meaningful, and exciting.

Special Revenue Funds

The Pine Lake Adventure Park program was created as a result of community development efforts of the Bristol Community Leadership Team involving schools, youth service bureaus, youth recreational organizations, and public and private non-profit agencies. Construction was made possible through funding received from the Connecticut State Department of Education and donations from businesses and citizens. The primary applications of PLAP programs are to enrich educational and youth service programs and to enhance community collaborations and professional growth.

The Pine Lake Adventure Park program is self-sustaining through revenues generated by user fees.

Fiscal Year 2021 Goals and Accomplishments:

- Superior Electric Remediation Project began work on site which prohibited group activity throughout the construction and remediation process. The project was completed in May 2021 but will involve long term testing and tracking to determine success of the remediation efforts.
- Department staff toured the High Ropes Course offered at Winding Trails in Farmington to help inform decisions for the future direction of the Bristol PLAP.
- Funded a new Pine Lake kiosk at the main entrance of the park in partnership with the Pine Lake Committee/Forestville Village Association.
- Established the Pine Lake Adventure Park Committee to gather staff and stakeholder feedback surrounding the re-opening of the park. The Recreation Supervisor used committee feedback to help inform the Business Plan which was adopted by the Board of Park Commissioners in 2021.

Summary of Fiscal Year 2021-2022 Budget:

- The Pine Lake Adventure Park budget reflects a status quo budget request. The course remains closed to the public in light of COVID-19, remediation efforts, and site enhancements. The park is expected to re-open in 2022.

Fiscal Year 2022 Goals:

- Complete site upgrades including a small parking lot and bus turnaround, prefabricated bathroom with water access, and upgrades to site signage and elements to improve safety and marketability of the course.
- Implement and monitor the success of the newly adopted Business Plan in order to ensure sustainability of the program for years to come.
- Enhance marketing and rebranding efforts through direct mailers, emails, social media, and attendance at schools and conferences throughout the state, in order to increase revenue.
- Expand program offerings to include day camps and other environmental education programs.

Long Term Goals:

- Track the success of the Business Plan and modify as needed in order to sustain the vision for the Pine Lake Adventure Park for the next 5-10 years.
- Execute the strategic plan developed through internal and external analysis in order to offer quality benefits based programs and events that engage and meet the needs of the general population of the City of Bristol, while also increasing the number of people who visit Bristol in order to participate in adventure park programs.

Special Revenue Funds

Performance Measures

Quantitative:

Fiscal Year	Service Days			Unduplicated Consumer Groups			Total Number of Participants		
	2019	2020	2021	2019	2020	2021	2019	2020	2021
Pine Lake Challenge Course and Adventure Program	67	26	0	43	17	0	2,194	685	0

**Due to COVID-19 the Pine Lake Adventure Park program was shut down in March 2020 resulting in the cancellation of all spring/summer bookings. Due to safety concerns and business considerations the Board of Park Commissioners accepted the Superintendent's recommendation to keep the program closed through 2020-2021 in order to relaunch in 2022.*

Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budgeted
Salary Expenditures	\$54,040	\$0	\$91,750
Part-Time Positions	7-40 Seasonal	7-40 Seasonal	7-40 Seasonal

Budget Highlights

1321032 REVENUES

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL REVENUE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
LICENSE, PERMITS, FEES							
422004		CHALLENGE COURSE FEES	\$18,360	\$115,000	\$115,000	\$115,000	\$115,000
TOTAL LICENSE, PERMITS, FEES			\$18,360	\$115,000	\$115,000	\$115,000	\$115,000
INVESTMENT EARNINGS							
460000		INTEREST INCOME	\$300	\$0	\$0	\$0	\$0
TOTAL INVESTMENT EARNINGS			\$300	\$0	\$0	\$0	\$0
TOTAL PINE LAKE ADVENTURE PARK			\$18,660	\$115,000	\$115,000	\$115,000	\$115,000

Special Revenue Funds

1321032 EXPENDITURES			2020	2021	2021	2022	2022
OBJECT	PROJECT	DESCRIPTION	ACTUAL EXPENDITURES	ORIGINAL BUDGET	REVISED BUDGET	BUDGET REQUEST	APPROVED BUDGET
SALARIES							
515100		OVERTIME	\$473	\$985	\$985	\$985	\$985
515300		SEASONAL WAGES	53,566	90,765	90,765	90,765	90,765
TOTAL SALARIES			\$54,040	\$91,750	\$91,750	\$91,750	\$91,750
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$4,792	\$8,000	\$8,000	\$8,000	\$8,000
543200		EQUIPMENT MAINTENANCE CONTRACTS	1,999	6,750	6,750	6,750	6,750
553000		TELEPHONE	364	0	0	0	0
553100		POSTAGE	166	400	400	400	400
555000		PRINTING AND BINDING	898	3,000	3,000	3,000	3,000
581135		SCHOOLING AND EDUCATION	319	2,100	2,100	2,100	2,100
TOTAL CONTRACTUAL SERVICES			\$8,538	\$20,250	\$20,250	\$20,250	\$20,250
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES AND MATERIALS	\$106	\$1,350	\$1,350	\$1,350	\$1,350
561800		PROGRAM SUPPLIES	858	1,550	1,550	1,550	1,550
569000		OFFICE SUPPLIES	13	100	100	100	100
TOTAL SUPPLIES AND MATERIALS			\$976	\$3,000	\$3,000	\$3,000	\$3,000
TOTAL PINE LAKE ADVENTURE PARK			\$63,554	\$115,000	\$115,000	\$115,000	\$115,000

LoCIP Projects Fund

Service Narrative

The Local Capital Improvement Program (LoCIP) accounts for the activities of the eligible projects submitted to and approved by the State of Connecticut's Office of Policy and Management. This revenue source is budgeted when the Capital Budget is approved. The appropriation for 2021-2022 is \$465,000.

Budget Highlights

1341018 REVENUES			2020	2021	2021	2022	2022
OBJECT	PROJECT	DESCRIPTION	ACTUAL REVENUE	ORIGINAL BUDGET	REVISED BUDGET	BUDGET REQUEST	APPROVED BUDGET
STATE GRANTS							
432033		STATE OF CONNECTICUT - OPM	\$781,093	\$470,000	\$470,000	\$465,000	\$465,000
TOTAL LOCIP			\$781,093	\$470,000	\$470,000	\$465,000	\$465,000

134 EXPENDITURES			2020	2021	2021	2022	2022
OBJECT	PROJECT	DESCRIPTION	ACTUAL EXPENDITURES	ORIGINAL BUDGET	REVISED BUDGET	BUDGET REQUEST	APPROVED BUDGET
SUPPLIES AND MATERIALS							
570000		LOCIP EXPENDITURES	\$795,289	\$470,000	\$470,000	\$465,000	\$465,000
TOTAL SUPPLIES AND MATERIALS			\$795,289	\$470,000	\$470,000	\$465,000	\$465,000
TOTAL LOCIP			\$795,289	\$470,000	\$470,000	\$465,000	\$465,000

Transfer Station Fund

Service Narrative

The Transfer Station of the Public Works Department functions for the purpose of depositing solid waste, rubbish and recyclables generated in the City by residential property owners, tenants, and commercial entities not meeting the requirements for disposal at the waste-to-energy facility located in Bristol. Automated curbside collection vehicles deposit collected single-stream recyclables in an enclosed building at the Transfer Station to maximize hauling efficiency and eliminate site litter. The Transfer Station also accepts curbside-collected recyclables from Wolcott's private hauler.

Detail regarding Transfer Station Permits, payments and other information can be found at <http://www.bristolct.gov/237/Transfer-Station>

Fiscal Year 2021 Goals and Accomplishments:

- Revised City Solid Waste Ordinance to comply with environmental regulations and current DPW policies.
- Maintained compliance with CT Department of Energy and Environmental Protection (DEEP) environmental permits and regulations.
- Upgraded Transfer Station scale software and install credit card system for Saturday emergency use.
- Modified fees from 100 lbs. free per trip to 100 lbs. free per day. In addition, increased required user account balance from \$5 to \$25 to decrease non-collection rate.
- Reconstructed sections of existing retaining walls along brush and leave collection areas.
- Managed increased solid waste disposal from residents during Covid pandemic and FEMA declared tropical storm Isaias.
- Addressed elevated levels of nitrogen identified in storm water runoff.
- Replaced faulty scale load cell and repair automated traffic access control bar electrical system.
- Addressed safety items identified during OSHA's spot "surprise inspection.
- Increased staff training including customer service training.
- Regraded landfill area to eliminate standing water in the area of the hazardous RCRA cell.
- Implemented on-site processing of woody debris and leaf materials at the transfer station. Generated compost is sold and wood chips are provided to Covanta Energy.
- Installed roof gutters on recycling building to eliminate water saturation of recycling materials to reduce recycling cost.

Summary of Fiscal Year 2021-2022 Budget:

- Manage woody debris to eliminate accumulation of wood chips.
- Renew CT DEEP Landfill Stewardship permit.
- Purchase new rubbish, recycling and yard waste barrels to replenish current inventory.
- Purchase new hang tags for PAYT program.

Fiscal Year 2022 Goals:

- Expand/establish written policies and standard operating procedures to improve operations and enhance training.
- Maintain compliance with CT DEEP environmental permits and regulations.
- Initiate capital improvement project to repair and eliminate erosion of landfill slopes to maintain compliance with CT DEEP requirements.
- Increase Trash to Treasure program.

Special Revenue Funds

- Continue to manage woody debris to eliminate accumulation of wood chips within the facility.
- Expand/establish written policies and standard operating procedures to improve operations and enhance training.

Long Term Goals:

- Develop and implement programs to reduce the quantity of solid waste generated within the City through education and public awareness to reduce disposal cost of refuse and recyclable material and reduce impact on the environment.

Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budgeted
Salary Expenditures	\$374,834	\$343,620	\$378,680
Full time Positions	5.5	5	5

Budget Highlights

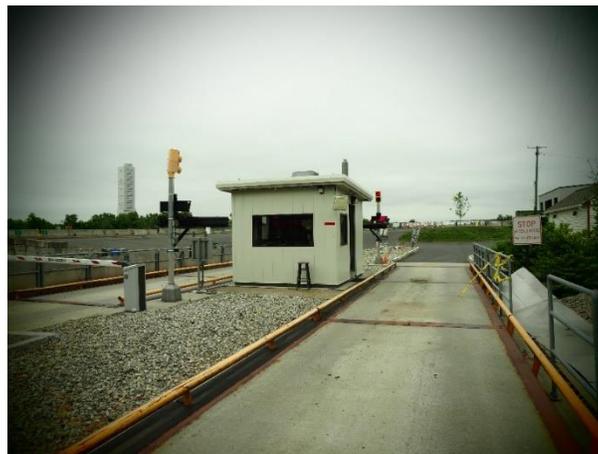
136 REVENUES		2020 ACTUAL REVENUE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
OBJECT	PROJECT DESCRIPTION					
LICENSE, PERMITS, FEES						
422020	RESIDENTIAL PERMIT FEES	\$34,810	\$45,000	\$45,000	\$45,000	\$45,000
422021	COMMERCIAL PERMIT FEES	2,075	2,400	2,400	2,200	2,200
450350	CLOTHING	250	300	300	250	250
450351	ALUMINUM	2,706	5,500	5,500	3,000	3,000
450352	IRON METAL	44,124	56,000	56,000	56,000	56,000
450353	BATTERIES	2,941	2,100	2,100	4,000	4,000
450354	COMPOST SALES	0	6,000	6,000	2,000	2,000
TOTAL LICENSE, PERMITS, FEES		\$86,906	\$117,300	\$117,300	\$112,450	\$112,450
CHARGES FOR SERVICES						
450303	RECYCLING	\$14,487	\$12,000	\$12,000	\$12,000	\$12,000
450356	PAY AS YOU THROW	249,523	225,000	225,000	250,000	250,000
TOTAL CHARGES FOR SERVICES		\$264,010	\$237,000	\$237,000	\$262,000	\$262,000
INVESTMENT EARNINGS						
460000	INTEREST INCOME	\$3,312	\$4,500	\$4,500	\$1,000	\$1,000
TOTAL INVESTMENT EARNINGS		\$3,312	\$4,500	\$4,500	\$1,000	\$1,000
MISCELLANEOUS/CONTRIBUTIONS						
480023	RECYCLING REBATES	\$288	\$500	\$500	\$300	\$300
TOTAL MISCELLANEOUS/CONTRIBUTIONS		\$288	\$500	\$500	\$300	\$300
OTHER FINANCING SOURCES						
490001	TRANSFER IN GENERAL FUND	\$356,285	\$388,245	\$388,245	\$464,040	\$464,040
TOTAL OTHER FINANCING SOURCES		\$356,285	\$388,245	\$388,245	\$464,040	\$464,040
TOTAL TRANSFER STATION FUND		\$710,801	\$747,545	\$747,545	\$839,790	\$839,790

Special Revenue Funds

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EXPENDITURES

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURES	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$308,767	\$285,620	\$285,620	\$316,180	\$316,180
515100		OVERTIME	64,916	58,000	58,000	60,000	60,000
517000		OTHER WAGES	1,151	0	0	2,500	2,500
TOTAL SALARIES			\$374,834	\$343,620	\$343,620	\$378,680	\$378,680
CONTRACTURAL SERVICES							
531000		PROFESSIONAL FEES	\$4,476	\$55,000	\$55,000	\$65,000	\$65,000
534200		ENVIRONMENTAL	99	1,400	1,400	1,400	1,400
541000		UTILITIES	5,307	6,500	6,500	6,300	6,300
541100		WATER/SEWER	334	400	400	400	400
542101		DISPOSAL	3,760	2,500	2,500	3,500	3,500
542105		TIRE DISPOSAL	4,300	3,500	3,500	4,400	4,400
542110		FREON	1,616	2,200	2,200	2,200	2,200
542115		BULK WASTE	18,513	25,000	25,000	23,000	23,000
542120		TIP FEES	146,241	120,000	120,000	145,000	145,000
543000		REPAIRS & MAINTENANCE	15,927	10,000	10,000	10,000	10,000
544400		RENTS/LEASE	1,739	0	0	0	0
581120		CONFERENCE & MEMBERSHIPS	0	150	150	0	0
TOTAL CONTRACTURAL SERVICES			\$202,312	\$226,650	\$226,650	\$261,200	\$261,200
BENEFITS							
520100		LIFE INSURANCE	\$420	\$500	\$500	\$500	\$500
520500		DISABILITY	110	150	150	150	150
520700		F.I.C.A.	21,477	21,150	21,150	22,030	22,030
520750		MEDICARE INSURANCE	5,023	5,100	5,100	5,155	5,155
TOTAL BENEFITS			\$27,030	\$26,900	\$26,900	\$27,835	\$27,835
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES	\$0	\$400	\$400	\$400	\$400
561800		PROGRAM SUPPLIES	41,256	25,000	25,000	26,000	26,000
TOTAL SUPPLIES AND MATERIALS			\$41,256	\$25,400	\$25,400	\$26,400	\$26,400
OTHER/MISCELLANEOUS							
589000		CONTINGENCY	\$0	\$0	\$0	\$7,000	\$7,000
TOTAL OTHER/ MISCELLANEOUS			\$0	\$0	\$0	\$7,000	\$7,000
OPERATING TRANSFERS OUT							
591500		TRANSFERS TO INTERNAL SERVICE	\$121,506	\$124,975	\$124,975	\$132,475	\$132,475
TOTAL OPERATING TRANSFERS OUT			\$121,506	\$124,975	\$124,975	\$132,475	\$132,475
CAPITAL OUTLAY							
579999		CAPITAL OUTLAY	\$0	\$0	\$0	\$6,200	\$6,200
TOTAL CAPITAL OUTLAY			\$0	\$0	\$0	\$6,200	\$6,200
OTHER FINANCIAL USES							
1188108	591001	TRANSFERS TO GENERAL FUND	\$22,155	\$0	\$0	\$0	\$0
TOTAL OPERATING TRANSFERS OUT			\$22,155	\$0	\$0	\$0	\$0
TOTAL TRANSFER STATION FUND			\$789,093	\$747,545	\$747,545	\$839,790	\$839,790



Enterprise Fund Bristol Water Department

Robert Longo, Superintendent
119 Riverside Avenue
860-582-7431
robertlongo@bristolct.gov
www.bristolwaterdept.org

Program Summary

The Enterprise Fund is used to account for the operations of the Bristol Water Department. These operations are financed and operated in a manner similar to that of a private business enterprise where the intent is that all the costs, including depreciation, related to the provision of goods and services to the general public on a continuing basis, be financed or recovered primarily through user charges.

This fund is operated under the provision of Sections 25 and 48 of the City Charter.

The Bristol Water Department is a municipal department of the City of Bristol and is governed by a Board of Water and Sewer Commissioners appointed by the Mayor and approved by the City Council. Accounting duties, custody of monies received for water consumption or otherwise, the collection of bills, and the payment of bills incurred in the operation of said Water Department, shall be entrusted to the Board of Water Commissioners and shall be executed with the assistance and in accordance with guidelines established by the City Comptroller.

The Board of Water Commissioners shall adopt regulations:

1. For the use and protection of the water system and facilities.
2. To control the use of its land, water plant and facilities.
3. To prevent accidents and promote safety among its employees and for the use of said water plant.
4. For the planting, management, safeguarding and harvesting of trees on Water Department properties.
5. Relating to the operation of said water plant.
6. As to the methods, amounts, prices, quantity and quality of water supply to individual users.
7. To place limitations on water usage in the event of periods of droughts or other emergencies.

The Board of Water Commissioners shall govern the supply of water to all City residents. The Board may prescribe rules for the shut off of water supply in cases of non-payment, until payment arrangements are made, and may include penalties for default in payment of water charges. The Bristol Water Department encourages public participation and input into decisions that may affect the quality of water. Meetings of the Board of Water Commissioners are usually held on the third Tuesday of every month at the Water Treatment Plant located at 1080 Terryville Avenue in Bristol at 6:30 p.m.

The primary sources of supply for the Bristol Water Department are six reservoirs. These reservoirs are located in Bristol, Burlington, Harwinton and Plymouth. The water from these reservoirs is gravity fed to the water treatment plant on Terryville Avenue where it is sampled, tested, treated and filtered prior to entering the water distribution system. These surface water sources are supplemented by groundwater from five wells located on Barlow Street, Mechanic Street, and Mix Street in Bristol. The well water is naturally purified as it is filtered through the soil; however it is still sampled, tested, and treated at each well location. The watershed area surrounding the six reservoirs is protected forestland and comprises over 4,000 acres.

Fiscal Year 2021 Goals and Accomplishments:

- Design of a new supervisor control and data acquisition (SCADA) system began in 2021. The project will replace an outdated SCADA installed in 2005. The new SCADA will provide remote controls of all facility operations including treatment plants and pump stations. The design is estimated to cost approximately \$250,000 and the SCADA replacement is expected to cost over \$3,000,000. The Bristol Water Department received a State of Connecticut Department of Public Health Drinking Water State Revolving Fund Program Loan (DWSRF) in the amount of \$3,100,000 to cover all funding for the project.

Summary of Fiscal Year 2021-2022 Budget:

- The Bristol Water Department 2021-2022 Budget Request was approved by the Board of Water Commissioners on March 16, 2021. Under the approved budget, current water rates were held with no increase anticipated. Decreases in the budget request were made in capital outlay and supplies and materials. Even with decreases made in capital outlay, the department is able to incorporate most planned water system improvements along with anticipated vehicle replacements. The Board of Water Commissioners was pleased with the reductions made by staff to offset increased fixed costs, so that customer rates remain lower than other water utilities in the area.

Fiscal Year 2022 Goals:

- The Bristol Water Department applied for a \$12,000,000 State of Connecticut Department of Public Health Drinking Water State Revolving Fund Program Loan (DWSRF) to replace Lead Service Lines throughout the City. Although our water samples do not indicate any elevated levels of lead in customer drinking water, the presence of lead goosenecks, which are two foot sections of pipe connecting customers services to the main are sources of failure and replacing these lead goosenecks will reduce water loss and service breaks. Award of this loan request is anticipated in the Fall of 2021 and upon award, design phase will immediately begin.

Long Term Goals:

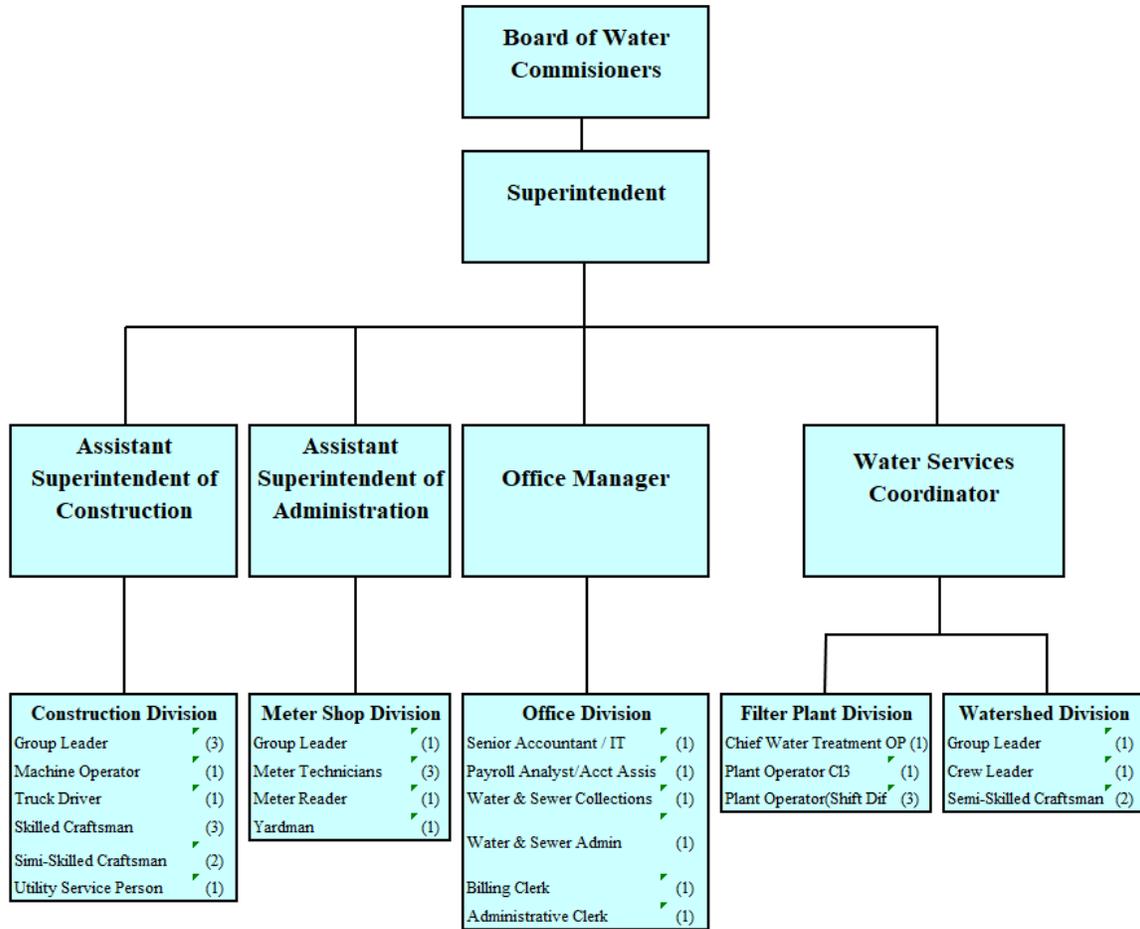
- Provide the highest quality water possible to our customers at a low cost.
- Continue the ongoing effort to reduce expenses. Automation assists the department in meeting some of the cost aspects of this goal.

Expenditure and Position Summary

	2020 Actual	2021 Estimated	2022 Budget
Salary Expenditures	\$2,617,045	\$2,695,001	\$2,767,942
Full time Positions	37	38	38

Organizational Chart

Bristol Water Department
Organizational Chart



Board of Water Commissioners

Elizabeth Phelan
Ron Suarez
Francis Porrini
Kathleen Ferrier
Sean Dunn

Term Expiration

12/2021
12/2021
12/2023
12/2023
12/2022

Financial Statement

CITY OF BRISTOL, CONNECTICUT
BRISTOL WATER DEPARTMENT

Statement of Revenues, Expenses and Changes in Retained Earnings/Fund Balance
(thousands)

CITY OF BRISTOL, CONNECTICUT

	Actual 6/30/2020	Actual 6/30/2019	Actual 6/30/2018	Actual 6/30/2017	Actual 6/30/2016
Operating revenues:					
Charges for services	\$8,521	\$7,677	\$7,078	\$7,400	\$7,047
Miscellaneous	408	548	422	420	384
Total operating revenues	<u>\$8,929</u>	<u>\$8,225</u>	<u>\$7,500</u>	<u>\$7,259</u>	<u>\$6,838</u>
Operating expenses:					
Source of supply	\$190	\$232	\$241	\$191	\$215
Pumping	416	314	254	261	288
Purification	1133	990	947	912	956
Transmission and distribution	1,860	1,789	1,144	2,138	2,023
Customer accounts, administrative and general	3,220	2,446	2,430	2,117	2,218
Depreciation	1135	1136	1062	1116	1086
Taxes other than income taxes	581	541	506	467	488
Loss on disposal	0	0	0	0	0
Total operating expenses	<u>\$8,535</u>	<u>\$7,448</u>	<u>\$6,584</u>	<u>\$7,274</u>	<u>\$7,004</u>
Operating income (Loss)	<u>\$394</u>	<u>\$777</u>	<u>\$916</u>	<u>\$157</u>	<u>\$255</u>
Nonoperating revenue (expenses):					
Reimbursement from other funds					
Interest income	\$71	(\$37)	\$307	\$527	(\$203)
Interest expense	(77)	(85)	(87)	(101)	(116)
Loss on disposal					
Amortization of debt discount and expense	14	14	16	11	8
Bond Issuance Costs	0	0	(4)	0	0
Total nonoperating revenues					
(expenses)	<u>\$8</u>	<u>(\$108)</u>	<u>\$232</u>	<u>(\$311)</u>	<u>\$343</u>
Net Income (loss)	\$403	\$669	\$1,148	\$1,055	(\$155)
Retained earnings/fund balance, July 1	34,311	33,642	32,494	31,439	27,184
Retained earnings/fund balance, June 30	<u>\$34,714</u>	<u>\$34,311</u>	<u>\$33,642</u>	<u>\$27,029</u>	<u>\$25,404</u>

Budget Highlights

CITY OF BRISTOL, CONNECTICUT BRISTOL WATER DEPARTMENT BUDGET SUMMARY					
REVENUE ESTIMATE SUMMARY 2021-2022					
ACCOUNTS RECEIVABLE:	ACTUAL RECEIVED 2019-2020	AMENDED BUDGET 2020-2021	CURRENT YR REVISED EST. 2020-2021	PROPOSED REVENUES 2021-2022	APPROVED 2021-2022
WATER SALES	\$8,358,113	\$8,200,000	\$8,400,000	\$8,600,000	\$8,600,000
WATER LIENS	10,850	19,000	17,000	19,000	19,000
SERVICE ACCOUNTS	25,923	25,000	25,000	25,000	25,000
SERVICE ACCOUNT LIENS	790	1,500	2,000	1,500	1,500
PENALTIES	46,250	65,000	50,000	65,000	65,000
ASSESSMENTS	18,433	35,000	25,000	25,000	25,000
WPC DEPARTMENT PAYMENTS	42,750	58,000	58,000	58,000	58,000
CELL TOWER LEASE	179,890	166,500	166,500	171,495	171,495
LAND LEASE	33,110	30,309	34,000	34,000	34,000
BULK RAW WATER	1,020	1,300	1,300	1,000	1,000
FINES	30,000	30,000	10,000	30,000	30,000
SEWER ACCOUNT LIENS	2,440	3,800	1,500	2,500	2,500
SUNDRY ACCOUNTS	450	1,200	1,200	1,200	1,200
CLOSING COSTS	63,600	63,000	80,000	70,000	70,000
SCRAP METAL SALES	0	1,000	500	500	500
FORESTRY PROGRAM	40,120	40,120	40,120	40,120	40,120
WATER SERVICE REINSTATEMENT	19,200	32,000	22,000	32,000	32,000
REMOVE METER	3,550	7,000	7,000	7,000	7,000
TOTAL REVENUES	\$8,876,489	\$8,779,729	\$8,941,120	\$9,183,315	\$9,183,315
EXPENSE ESTIMATE SUMMARY 2021-2022					
EXPENSE BY TYPE	PRIOR YEAR EXPENDED 2020-2021	AMENDED BUDGET 2020-2021	CURRENT YR REVISED EST. 2020-2021	PROPOSED EXPENDITURES 2021-2022	JOINT BOARD APPROVED 2021-2022
SALARY	\$2,617,045	\$2,688,679	\$2,695,001	\$2,767,942	\$2,767,942
FRINGE BENEFITS	1,327,923	1,455,740	1,350,000	1,487,381	1,487,381
OPERATING SERVICES	2,522,467	2,664,161	2,671,547	2,714,572	2,714,572
SUPPLIES & MATERIALS	1,054,581	880,183	953,890	993,148	993,148
CAPITAL OUTLAY	270,265	1,053,288	750,000	1,219,378	1,219,378
TOTAL EXPENSES	\$7,792,281	\$8,742,051	\$8,420,438	\$9,182,421	\$9,182,421
BUDGET SURPLUS (DEFICIT)	\$1,084,208	\$37,678	\$520,682	\$894	\$894

**CITY OF BRISTOL, CONNECTICUT
BRISTOL WATER DEPARTMENT
OPERATING SERVICES, FRINGE BENEFITS, & SUPPLIES DETAIL
2021-2022 BUDGET**

ENTERPRISE FUND

OBJECT CLASSIFICATION	PRIOR YEAR EXPENDED 2019-2020	AMENDED BUDGET 12/31/2020	CURRENT YEAR ESTIMATE 2020-2021	PROPOSED BUDGET 2021-2022	APPROVED 2021-2022
FRINGE BENEFITS:					
FRINGE BENEFITS	\$1,327,923	\$1,455,740	\$1,350,000	\$1,487,381	\$1,487,381
TOTAL FRINGE BENEFITS	\$1,327,923	\$1,455,740	\$1,350,000	\$1,487,381	\$1,487,381
OPERATING SERVICES:					
LIGHT AND POWER	397,990	400,719	400,719	406,394	406,394
TELEPHONE	13,868	16,400	16,400	16,900	16,900
POSTAGE	44,226	49,041	40,500	49,041	49,041
ADVERTISING	286	10,750	2,000	2,000	2,000
MAINTENANCE/REPAIRS	46,082	43,700	47,000	42,025	42,025
LEASE	9,203	16,027	16,027	16,027	16,027
CONFERENCES AND MEMBERSHIPS	14,205	27,030	27,030	30,270	30,270
TAXES	574,829	595,069	603,472	606,940	606,940
PROFESSIONAL SERVICES	243,747	240,300	240,300	241,575	241,575
LIENS	775	6,300	6,300	6,300	6,300
MISCELLANEOUS	2,892	6,570	6,570	6,570	6,570
CONTRACTOR SERVICES	484,741	565,160	524,700	565,160	565,160
DEBT SERVICE	417,011	401,295	404,729	389,570	389,570
SEWER USER FEE	10,800	10,800	10,800	10,800	10,800
NEW BRITAIN AGREEMENT	261,811	275,000	325,000	325,000	325,000
TOTAL OPERATING SERVICES	\$2,522,467	\$2,664,161	\$2,671,547	\$2,714,572	\$2,714,572
SUPPLIES AND MATERIALS DETAIL:					
MOTOR VEHICLE FUELS	39,278	43,747	40,000	41,065	41,065
OFFICE SUPPLIES	43,045	27,240	27,240	27,240	27,240
MAINTENANCE SUPPLIES & MATERIALS	384,594	357,000	357,000	357,000	357,000
MV PARTS & SUPPLIES	11,950	15,150	15,150	15,150	15,150
MV SERVICE & REPAIR	28,055	44,000	36,500	44,000	44,000
HEATING FUELS	32,538	45,208	33,000	31,607	31,607
CHEMICAL TREATMENT	184,491	195,163	190,000	195,163	195,163
INSURANCE	330,630	154,475	255,000	281,923	281,923
TOTAL SUPPLIES	\$1,054,581	\$881,983	\$953,890	\$993,148	\$993,148



Bald Eagle soaring over Bristol Water Department Reservoir #7. Bald Eagles can be found at most of Bristol Water Department Reservoirs each year in early Spring.

CITY OF BRISTOL, CONNECTICUT BRISTOL WATER DEPARTMENT CAPITAL OUTLAY/EQUIPMENT REQUEST 2021-2022					
QTY	DESCRIPTION OF EQUIPMENT	ESTIMATED GROSS COST	ESTIMATED TRADE-IN	BUDGET REQUEST 2021-2022	APPROVED 2021-2022
I. CAPITAL EQUIPMENT:					
TOTAL CAPITAL EQUIPMENT:		\$0	\$0	\$0	\$0
II. UTILITY ASSETS:					
1	CHOP SAW	\$970		\$970	\$970
1	ROAD SAW	\$2,060		\$2,060	\$2,060
	SIGNAGE	\$2,000		\$2,000	\$2,000
1	MUELLER POWER OPERATOR	\$3,800		\$3,800	\$3,800
2	PIN LOCATORS	\$1,970		\$1,970	\$1,970
1	3" TRASH PUMP	\$1,350		\$1,350	\$1,350
2	LINESTOPS	\$20,214		\$20,214	\$20,214
1	2" PUMP	\$562		\$562	\$562
2	AUTOMATIC FLUSHING STATION	\$8,800		\$8,800	\$8,800
	REGULATOR REPAIRS	\$15,000		\$15,000	\$15,000
TOTAL UTILITY ASSETS- DISTRIBUTION SYSTEM SECTIO		\$56,726	\$0	\$56,726	\$56,726
METER SHOP SECTION:					
650	5/8 METERS @ 110.60	\$71,890		\$71,890	\$71,890
200	TRANSMITTERS @ 102	\$20,400		\$20,400	\$20,400
10	1" T-10 METER	\$2,806		\$2,806	\$2,806
5	2" T-10 METER	\$3,720		\$3,720	\$3,720
20	3/4" T-10 METER	\$4,020		\$4,020	\$4,020
5	1 1/2" T-10 METER	\$2,977		\$2,977	\$2,977
	CE HANDHELD READER	\$19,999		\$19,999	\$19,999
2	SCHONSTEDT MODEL GA-52CX	\$1,840		\$1,840	\$1,840
2	6" PROTECTUS	\$36,000		\$36,000	\$36,000
2	6" DETECTOR CHECK	\$7,000		\$7,000	\$7,000
TOTAL UTILITY ASSETS- METER SHOP		\$170,652	\$0	\$170,652	\$170,652
WATER TREATMENT PLANT SECTION:					
1	REBUILD HIGH SERVICE PUMP PUMP	\$35,000		\$35,000	\$35,000
1	REBUILD HILL ST PUMP	\$35,000		\$35,000	\$35,000
	LMI CHEMICAL FEED PUMPS	\$10,000		\$10,000	\$10,000
2	PERISTALTIC CHEMICAL FEED PUMP	\$10,000		\$10,000	\$10,000
	EFFLUENT ULTRASONIC FLOW METERS	\$35,000		\$35,000	\$35,000
TOTAL UTILITY ASSETS-WATER TREATMENT PLANT		\$125,000	\$0	\$125,000	\$125,000
WATERSHED SECTION:					
1	GRAVELY 260Z ZERO TURN MOWER	\$12,000		\$12,000	\$12,000
TOTAL UTILITY ASSETS- WATERSHED SECTION		\$12,000	\$0	\$12,000	\$12,000
OFFICE SECTION					
2	NEW WINDOWS-ENTRY AREA	\$4,000		\$4,000	\$4,000
TOTAL UTILITY ASSETS- OFFICE SECTION		\$4,000	\$0	\$4,000	\$4,000
TOTAL UTILITY ASSETS		\$368,378	\$0	\$368,378	\$368,378
III. CAPITAL PROJECTS:					
	WATER MAIN REPLACEMENTS	\$250,000		\$250,000	\$200,000
	HYDRANT REPLACEMENTS	\$90,000		\$90,000	\$90,000
	WATER MAIN REPLACEMENT-ORCHARD ST	\$75,000		\$75,000	\$75,000
	RESERVOIR IMPROVEMENTS	\$150,000		\$150,000	\$125,000
	EYEWASH STATION REPLACEMENT & REPIPING WELL SITES	\$130,000		\$130,000	\$100,000
	ROOF REPLACEMENT-WELL SITES & PUMP STATION	\$180,000		\$180,000	\$120,000
	16" AND 12" VALVE REPLACEMENT	\$25,000		\$25,000	\$25,000
	CAMERA INSTALLATION AT FILTER PLANT	\$75,000		\$75,000	\$75,000
	WELL REDEVELOPMENT	\$35,000		\$35,000	\$35,000
	SACRIFICIAL CATHODIC PROTECTION SYSTEM-BACK WASH TA	\$6,000		\$6,000	\$6,000
TOTAL CAPITAL PROJECTS		\$1,016,000	\$0	\$1,016,000	\$851,000
TOTAL CAPITAL OUTLAY		\$1,384,378	\$0	\$1,384,378	\$1,219,378



Internal Service Fund

	2019-2020 <u>Actual</u>	2020-2021 <u>Budget</u>	2021-2022 <u>Budget</u>
Revenues:			
Miscellaneous	\$102,351	\$85,000	\$85,000
Contributions	\$8,549,045	\$8,913,420	\$9,582,005
Transfers In	\$31,560,135	\$34,420,460	\$35,070,630
Fund Balance Undesignated	\$0	\$661,000	\$1,000,000
Interest Income	\$153,095	\$55,800	\$22,500
	<u>\$37,671,132</u>	<u>\$44,135,680</u>	<u>\$45,760,135</u>
Expenditures:			
Miscellaneous	\$1,064,777	\$1,072,500	\$1,399,750
Administrative Fees	\$1,255,786	\$1,278,890	\$1,132,530
Claims	\$37,177,336	\$41,455,290	\$42,845,505
Professional Fees	\$107,035	\$153,500	\$206,000
State of CT Fees	\$136,738	\$175,500	\$176,350
	<u>\$39,625,777</u>	<u>\$44,135,680</u>	<u>\$45,760,135</u>

The totals of three funds are combined to form the Internal Service Fund.

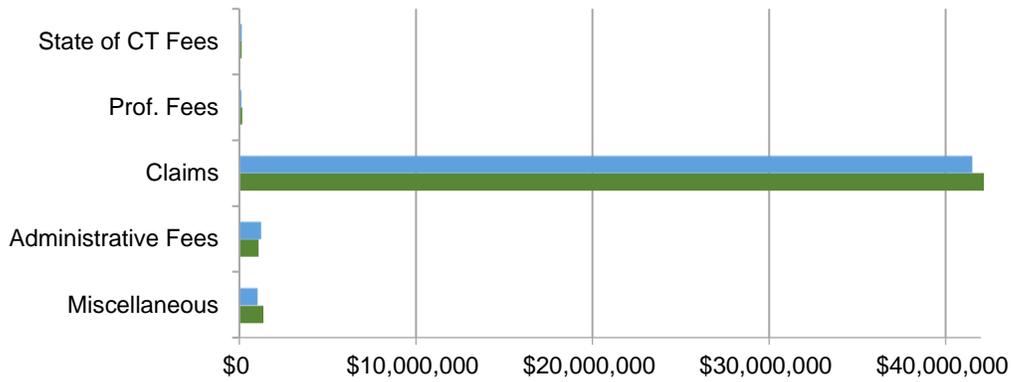
The Internal Service Fund is the combination of the City's Health Benefits Fund and the Workers' Compensation Funds. The Health Benefits Fund is a self-insured fund administered by Cigna Health Care and Anthem. This fund accounts for medical, prescription and dental claims for all City and Board of Education eligible employees and retirees. The Workers' Compensation Fund is also a self-insured fund. In 2019-2020 the City undertook an extensive RFP process for Workers' Compensation third party administrator services and effective July 1, 2020 the City hired FutureComp to administer its program.

A sub-committee, comprised of three members of the Board of Finance, meets on a regular basis with City and Board of Education staff and its hired consultants to manage and oversee the administration of both the Health Benefits and Workers' Compensation Funds. The total budget increased 3.68% or \$1.6 million.

The Health Benefits budget comprises the majority of the increase in the Internal Service Fund which increased 2.89% or \$1.16 million which is primarily attributable to increases in expected pharmaceutical claims. Lockton Companies is the City's consultant for health benefits and they assist the City in evaluating health benefit design and costs, wellness strategies and development of budget estimates. One of the recommendations was to purchase stop loss insurance which the City previously did not have. Effective with the July 1, 2019 budget, the City implemented stop loss. At that time the cost was offset by anticipated budget savings in the change in the Pharmacy Benefit Manager (PBM) from Express Scripts to CIGNA. The City has continued with the stop loss policy since then and continues for the 2021-2022 fiscal year.

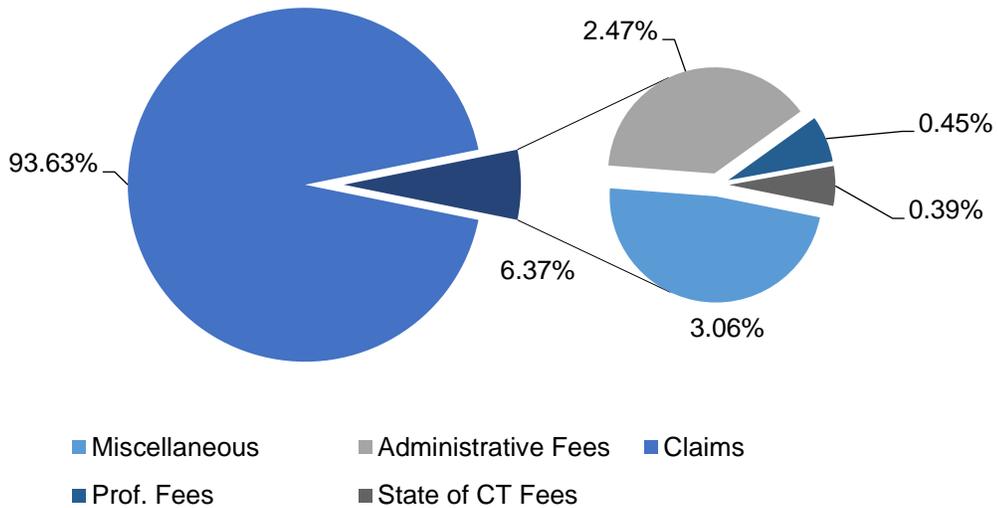
For Workers' Compensation, the Insurance Committee oversees and monitors best practices and policies in an effort to keep department heads and supervisors accountable to what is occurring within their departments. They perform claims reviews, strategize on improving return-to-work programs and training and communicating with employees. This has resulted in fewer work related injuries which reduces indemnity and medical costs. For 2021-2022 Workers' Compensation costs are expected to increase slightly due to the rising cost of medical treatment and related indemnity payments.

2020-2021 vs 2021-2022 Internal Service Budget



	Miscellaneous	Administrative Fees	Claims	Prof. Fees	State of CT Fees
■ 2020-2021 Budget	\$1,072,500	\$1,278,890	\$41,455,290	\$153,500	\$175,500
■ 2021-2022 Budget	\$1,399,750	\$1,132,530	\$42,845,505	\$206,000	\$176,350

2021-2022 Internal Service Budget



Health Benefits Fund

1161018 REVENUES - HEALTH BENEFITS- SELF INSURANCE

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL REVENUE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
OTHER/MISCELLANEOUS REVENUE							
450210		MEDICARE D REIMBURSEMENTS	\$87,791	\$85,000	\$85,000	\$85,000	\$85,000
454001		MISCELLANEOUS- OTHER	14,560	0	0	0	0
TOTAL OTHER/MISCELLANEOUS REVENUE			\$102,351	\$85,000	\$85,000	\$85,000	\$85,000
CONTRIBUTIONS							
470008		WATER CONTRIBUTIONS	\$1,240,899	\$1,220,000	\$1,220,000	\$1,275,000	\$1,275,000
470016		BOE EMPLOYEE CONTRIBUTIONS	3,026,925	3,116,380	3,116,380	3,528,010	3,528,010
470017		BOARD OF EDUCATION RETIREES	921,289	908,305	908,305	1,205,720	1,205,720
470029		COBRA CONTRIBUTIONS	32,354	10,000	10,000	10,000	10,000
470031		PENSION CONTRIBUTIONS	275,586	293,735	293,735	266,320	266,320
470032		CITY EMPLOYEE CONTRIBUTIONS	1,677,961	2,000,000	2,000,000	1,825,000	1,825,000
470035		CITY RETIREE CONTRIBUTIONS	23,293	0	0	0	0
470043		CIGNA WELLNESS	7,290	50,000	50,000	100,000	100,000
480010		BBHD	960,385	1,155,000	1,155,000	1,085,000	1,085,000
480011		RETIREES DEPENDENTS	102,480	60,000	60,000	75,000	75,000
TOTAL CONTRIBUTIONS			\$8,268,462	\$8,813,420	\$8,813,420	\$9,370,050	\$9,370,050
OPERATING TRANSFERS IN							
490001		GENERAL FUND	\$11,713,310	\$11,857,070	\$11,857,070	\$11,892,180	\$11,722,180
490104		BRISTOL DEVELOPMENT AUTHORITY	64,670	71,000	71,000	70,000	70,000
490106		SPECIAL GRANTS	157,326	209,885	209,885	173,445	173,445
490108		SPECIAL EDUCATION GRANT FUNDS	1,009,505	1,454,690	1,454,690	1,601,470	1,601,470
490118		SEWER ASSESSMENTS	441,151	504,000	504,000	511,060	511,060
490127		SCHOOL LUNCH	253,115	317,575	317,575	286,000	286,000
490136		TRANSFER STATION	121,505	128,000	128,000	132,475	132,475
490160		TRANSFER SA	0	9,930	9,930	10,005	10,005
490501		BOARD OF EDUCATION	14,459,554	16,209,110	16,209,110	16,713,395	16,543,395
TOTAL OPERATING TRANSFERS IN			\$28,220,135	\$30,761,260	\$30,761,260	\$31,390,030	\$31,050,030
INVESTMENT EARNINGS							
460000		INTEREST INCOME	\$67,356	\$35,000	\$35,000	\$15,000	\$15,000
TOTAL INVESTMENT EARNINGS			\$67,356	\$35,000	\$35,000	\$15,000	\$15,000
OTHER							
491003		BUDGETARY FUND BALANCE	\$0	\$661,000	\$661,000	\$660,000	\$1,000,000
TOTAL FUND BALANCE			\$0	\$661,000	\$661,000	\$660,000	\$1,000,000
TOTAL HEALTH BENEFITS			\$36,658,304	\$40,355,680	\$40,355,680	\$41,520,080	\$41,520,080

1168102 EXPENDITURES - HEALTH BENEFITS- SELF INSURANCE

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURES	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
CONTRACTUAL SERVICES							
520850		WELLNESS	\$7,035	\$50,000	\$50,000	\$100,000	\$100,000
531000		PROFESSIONAL FEES	100,000	103,500	103,500	106,000	106,000
531150		ADMINISTRATIVE FEES	9,910	10,000	10,000	10,000	10,000
531152		CIGNA ADMIN	983,014	1,054,905	1,054,905	938,335	938,335
531154		ESI ADMIN	3	0	0	0	0
531156		ANTHEM ADMIN	57,859	72,985	72,985	59,195	59,195
589100		HSA CONTRIBUTION	1,064,777	1,072,500	1,072,500	1,399,750	1,399,750
TOTAL CONTRACTUAL SERVICES			\$2,222,598	\$2,363,890	\$2,363,890	\$2,613,280	\$2,613,280
OTHER/MISCELLANEOUS							
552105		STOP LOSS	\$247,050	\$324,910	\$324,910	\$247,160	\$247,160
586302		CIGNA CLAIMS	25,133,580	28,464,565	28,464,565	28,843,610	\$28,843,610
586304		ESI CLAIMS	107	0	0	0	0
586308		CIGNA RX	5,587,700	8,028,470	8,028,470	8,679,130	8,679,130
586306		ANTHEM CLAIMS	885,995	1,173,845	1,173,845	1,136,900	1,136,900
TOTAL OTHER/MISCELLANEOUS			\$31,854,432	\$37,991,790	\$37,991,790	\$38,906,800	\$38,906,800
TOTAL HEALTH BENEFITS			\$34,077,030	\$40,355,680	\$40,355,680	\$41,520,080	\$41,520,080

Workers' Compensation Fund

119 REVENUES - NEW WORKERS' COMPENSATION- SELF INSURANCE

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL REVENUE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
OPERATING TRANSFERS IN							
490001		GENERAL FUND	\$2,350,000	\$2,305,000	\$2,305,000	\$2,519,305	\$2,519,305
490118		SEWER OPERATING & ASSESSMENT	90,000	79,200	79,200	91,935	91,935
490501		BOARD OF EDUCATION	900,000	1,275,000	1,275,000	1,409,360	1,409,360
TOTAL OPERATING TRANSFERS IN			\$3,340,000	\$3,659,200	\$3,659,200	\$4,020,600	\$4,020,600
MISCELLANEOUS/CONTRIBUTIONS							
470008		WATER DEPARTMENT CONTRIBUTION	\$280,583	\$100,000	\$100,000	\$211,955	\$211,955
TOTAL MISCELLANEOUS/CONTRIBUTIONS			\$280,583	\$100,000	\$100,000	\$211,955	\$211,955
INVESTMENT EARNINGS							
460000		INTEREST INCOME	\$63,918	\$20,800	\$20,800	\$7,500	\$7,500
TOTAL INVESTMENT EARNINGS			\$63,918	\$20,800	\$20,800	\$7,500	\$7,500
NEW WORKERS' COMP SELF-TOTAL			\$3,684,501	\$3,780,000	\$3,780,000	\$4,240,055	\$4,240,055

119 EXPENDITURES- NEW WORKERS' COMPENSATION- SELF INSURANCE

OBJECT	PROJECT	DESCRIPTION	2020 ACTUAL EXPENDITURES	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
SALARIES							
516000		HEART & HYPERTENSION SALARIES	(\$117,917)	\$400,000	\$400,000	\$400,000	\$400,000
TOTAL SALARIES			(\$117,917)	\$400,000	\$400,000	\$400,000	\$400,000
CONTRACTUAL SERVICES							
520930		HEART & HYPERTENSION BENEFITS	\$2,023	\$229,000	\$229,000	\$230,000	\$230,000
531000		HEART & HYPERTENSION ADMIN		1,000	1,000	0	0
531150		ADMINISTRATIVE FEES	205,000	140,000	140,000	125,000	125,000
TOTAL CONTRACTUAL SERVICES			\$207,023	\$370,000	\$370,000	\$355,000	\$355,000
OTHER/MISCELLANEOUS							
586120		H&H COUNCIL SETTLEMENT	\$125,000	\$0	\$0	\$0	\$0
586120		W/C COUNCIL SETTLEMENT	689,900	0	0	0	0
586220		INDEMNITY	2,003,300	937,000	937,000	1,175,080	1,175,080
586210		MEDICAL	2,183,224	1,557,500	1,557,500	1,762,625	1,762,625
586230		EXCESS INSURANCE	321,480	340,000	340,000	371,000	371,000
589155		STATE OF CONNECTICUT FEES	136,738	175,500	175,500	176,350	176,350
TOTAL OTHER/MISCELLANEOUS			\$5,459,642	\$3,010,000	\$3,010,000	\$3,485,055	\$3,485,055
NEW WORKERS' COMP- TOTALS			\$5,548,747	\$3,780,000	\$3,780,000	\$4,240,055	\$4,240,055

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.

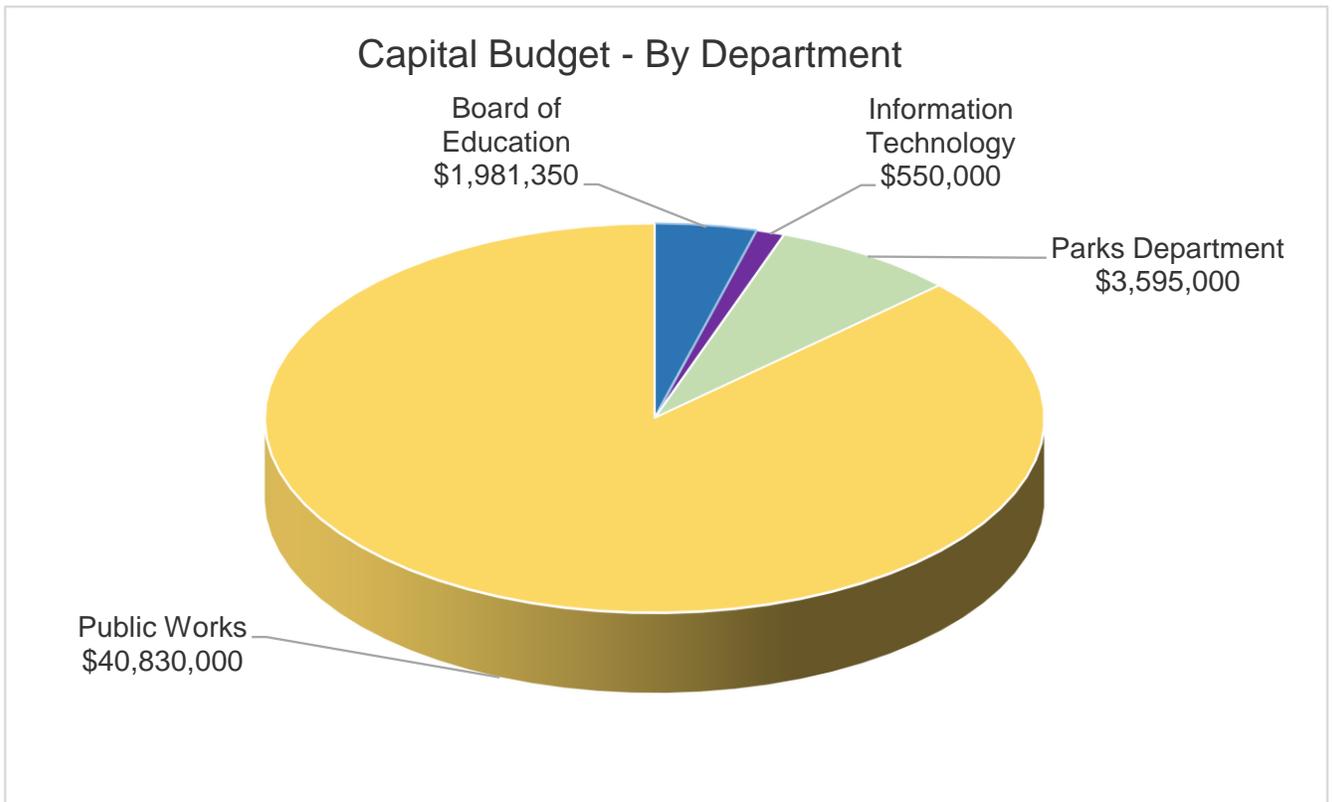
In addition, Connecticut General Statutes Section 8-24 requires all public improvement projects be referred to the Municipal Planning Commission for conformance with the approved plan of development before any specific action can be made by the community.

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:

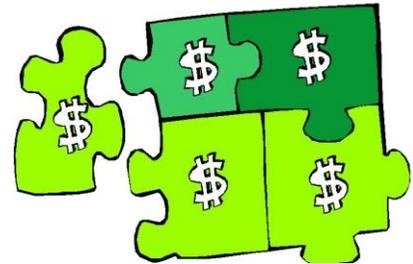
- **School Construction Fund** – This fund is used for all school capital projects including construction, renovation, upgrades and replacements.
- **Capital Projects** – This fund is used to account for most City capital projects including road, bridge, building, flood control, sewer and sidewalk projects.
- **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.

Long Range Financial Planning

Capital budgeting is an essential element of City financial management and of the City long range financial plan. The CIP and the CB provide a forum to discuss what to build or buy, where and when to build or buy it, and how much to spend for it.



The City's long range financial plan requires departments to identify and support the need for future capital projects and when each project is expected to come on-line by year for the next ten years. Urgency and feasibility will dictate the timing for inclusion of some projects in the CB. The plan also includes various debt service alternatives, projections and limits. These procedures identify how much additional debt can be undertaken and at what time and what future funding may be needed for expected capital projects. This helps the City determine both the level of bonding as a funding source for CIP projects and the timing of issuance.

Capital Budget Highlights

The Parks, Recreation, Youth and Community Services Department (PRYCS) continues its development of a PRYCS Master Plan that will unify vision, direction, delivery of programs and services and the approach to system enhancements which includes capital projects. PRYCS believes their 2022 projects meet the criteria that will be part of the final plan. These projects include an appropriation of \$2,000,000 for the beginning of a



\$13,600,000 four year revitalization of Page Park, the City's largest park, \$600,000 to continue the renovation of the Page Park Pavilion, and \$600,000 for E.G Stocks Playground and Casey Field to upgrade the bleachers, modernize the playground and splash park, install lighting and upgrade fields.



The City continues to pursue the feasibility of a potential city-wide network and has appropriated \$250,000 of ARPA funds to evaluate an open access fiber broadband network for internet service providers to use to provide services to businesses and households of Bristol. The 2021 appropriation of \$100,000 is being used to provide an overall plan and feasibility study to see if this network is sustainable and if the community wants it.



Approved Board of Education projects include replacing two aging fuel storage tanks at Chippens Hill Middle School (\$425,000), developing a schematic design for rebuilding the Northeast Middle School (\$250,000), and replacing the roof and HVAC at Edgewood School (\$1,306,350).



Public Works has twelve 2022 projects totaling \$40,830,000. The City Hall Renovation (\$31,800,000), the Wolcott Street reconstruction project (\$2,200,000), the Downs Street Bridge

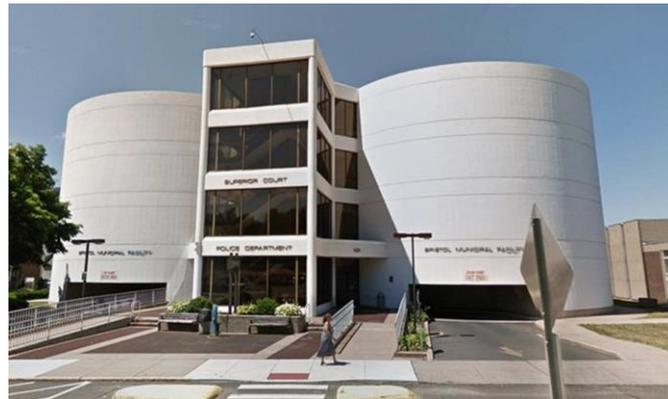
Capital Budget Summary

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.



Capital Budget Summary

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

Capital Budget Summary

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	PRYS	E.G. Stocks Playground & Splash Park Upgrade	600,000		600,000	600,000	600,000					0
22-4	PRYS	Bathrooms for Veterans Memorial Boulevard	150,000		150,000	150,000		150,000 (1)				0
22-5	PRYS	Page Park Pavilion Renovation - Phase 2	810,000	210,000	600,000	600,000	600,000					0
22-6	PRYS	Page Park Revitalization	13,600,000		2,000,000	2,000,000	2,000,000					11,600,000
22-7	PRYS	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	Perquabuck 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

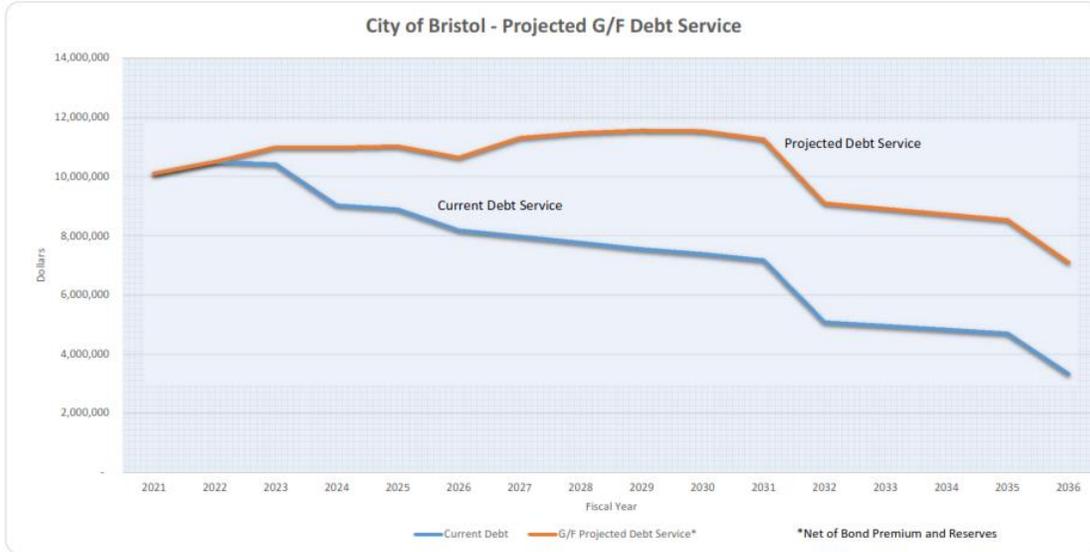
- Arts & Culture Commission
- Diversity Council
- Youth Cabinet
- Mayor's Task Force on Opioid Prevention
- Senior Tax Relief Committee

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 \$30M BANS		FINANCING #2 \$20M BANS		Total Projected General Fund Debt Service	Annual Change	Increase in Mill Rate	Debt Service as a % of Mill % Budget
		11/21; \$35M Bonds 11/22	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

Debt Management

Debt Overview

Debt consists primarily of bonds (long-term debt), capital loan obligations (long-term debt) and bond anticipation notes (short-term debt). Bonds are issued to permanently finance general purpose and school projects; capital loan obligations fund wastewater infrastructure projects and are converted to Clean Water Fund loans at the completion of the project; bond anticipation notes provide temporary financing for general purpose projects. The Debt Service Fund was created to account for expenditures and related payments made by the City for principal and interest payments for short-term and long-term debt. The Debt Service Fund is not a budgetary fund. Deposits to the Debt Service Fund are in the form of operating transfers out from the general fund or other Special Revenue Funds.

Shown below is a chart summarizing the long-term debt obligations of the City of Bristol including the self-supporting water (Enterprise Fund) debt. Displayed on the chart is the original issue amount, the fiscal year maturity and the balance as of July 1, 2021.

Long-Term Debt As of July 1, 2021					
Issue	Purpose	Rate	Original Issue	Balance Outstanding	Fiscal Year Maturity
6/30/2002	Cleanwater Loan 415 D/C	2.00	1,409,533	0	2021
6/30/2002	Cleanwater Loan 498 D/C	2.00	1,483,380	0	2021
12/31/2003	Cleanwater Loan 504 C	2.00	1,488,101	132,142	2023
11/30/2004	Cleanwater Loan 562 C	2.00	693,527	98,322	2024
5/31/2006	Cleanwater 464 C	2.00	470,225	129,687	2026
6/15/2011	Water 2014 - Old Wolcott Tank	2.00	501,000	333,002	2033
8/24/2011	General Improvement 2011 Refunding Bonds	3.00	15,589,000	2,479,000	2023
8/24/2011	School 2011 Refunding Bonds	3.00	6,234,000	1,391,000	2023
8/24/2011	Water 2011 Refunding Bonds	3.00	2,112,000	445,000	2023
9/30/2015	Water 2016 Note - Grove Street Tank	2.00	344,155	248,640	2035
10/16/2018	Water 2019 Note - DeWitt Tank	2.00	497,096	442,880	2039
11/17/2015	Schools 2015 Refunding Bonds	3.06	2,991,000	99,000	2025
11/17/2015	General Improvement 2015 Refunding Bonds	3.06	4,126,000	2,046,000	2025
1/20/2016	Cleanwater 2015 - I/O Reduction 622-CSL	2.00	631,833	451,659	2035
3/30/2016	Cleanwater Loan 640 DC	2.00	7,530,046	6,637,265	2039
5/30/2017	General Improvement 2017 Bonds	2.25	17,739,000	14,600,000	2035
5/30/2017	Schools 2017 Bonds	2.25	3,391,000	2,795,000	2035
11/9/2017	General Improvement 2017 Refunding Bonds	3.00v	5,437,000	4,441,000	2030
11/9/2017	Schools 2017 Refunding Bonds	3.00v	16,094,000	13,151,000	2030
11/9/2017	Sewer 2017 Refunding Bonds	3.00v	3,401,000	2,781,000	2030
11/9/2017	Water 2017 Refunding Bonds	3.00v	503,000	412,000	2030
10/25/2018	General Improvement 2018 Series A Bonds	2.5-5.0	18,094,096	16,818,000	2039
10/25/2018	Schools 2018 Series A Bonds	2.5-5.0	4,280,904	3,975,000	2039
10/25/2018	Sewer 2018 Series A Bonds	2.5-5.0	125,000	117,000	2039
10/25/2018	General Improvement 2018 Series B Taxable Bonds	3.65-4.05	7,900,000	7,320,000	2039
11/12/2019	Schools 2019 Bonds	2.125-5.0	19,625,000	19,625,000	2040
11/12/2019	General Improvement 2019 Bonds	2.125-5.0	5,375,000	5,375,000	2040
Total			\$ 148,065,896	\$ 106,343,596	
Water Department			\$ 3,957,251	\$ 1,881,522	
General City			\$ 144,108,645	\$ 104,462,075	

Debt Policy

The City adopted a debt policy in 2001 that can be found within the Policy Initiatives section of this document.

The City issues debt only for projects included in its Capital Improvement Program, approved in its annual capital budget or presented as a one-time opportunity during the year. Before doing so, the City reviews the status of previously approved projects, develops information for new projects, and examines capital project alternatives. Debt levels are carefully analyzed to assess how much borrowing to allow. Taken into consideration are environmental factors such as community needs and resources, external economic conditions; financial factors, such as expected year-end operating position, financial condition, proposed debt structure, market conditions, and fund balance levels; as well as statistical benchmarks evaluated by rating agencies. Used in combination, these factors help facilitate any debt service decision making process.

Connecticut municipalities are regulated by state laws to keep debt issuances within statute-provided limits. While these authorized versus issued limits are set reasonably high, the City's total debt outstanding is well below these limits. A Schedule of Legal Debt Limitation, presented later in this section, shows the calculation of the debt limitation imposed by the State, the debt authorized and outstanding by the City and the amount of debt limitation in excess of authorized and outstanding debt.

Long-term Strategy

Capital infrastructure is essential to all municipalities large and small. It is important to prepare a short-term and a long-term plan for the replacement of and/or addition to City infrastructure and fixed assets and to estimate available funding sources. To implement both plans (short-term and long-term), the City prepares a Capital Improvement Program (CIP). The CIP is a multi-year plan that identifies capital projects to be funded during a ten year planning period. The City also approves a Capital Budget, which represents the first year of the CIP which is the City's annual appropriation for capital spending and is legally adopted by the City.

To fund its capital projects, the City uses a mix of cash provided by current revenues, state and federal grants and loans, intergovernmental contributions, and the issuance of bonds. The amounts that can be budgeted and expended for debt service have a direct relationship to the City's strategies for financing capital improvements. Recognizing that the City's CIP is dependent upon debt service for funding, City officials annually review debt service projections to prudently schedule bond issues to finance capital projects.

Capital Projects

The approved 2022 Capital Budget of \$46,956,350 may be found in the Capital Budget section of this document. The City will fund \$39,046,350 of these capital projects with future bonding.

In its most recent bond issue, November 2019, the City issued \$25,000,000 in tax-exempt bonds the proceeds of which were used to fund such capital projects as the purchase of a new fire truck (\$1,325,000), the Stevens Street Channel at Richard Court (\$450,000), renovation of Page Park pool renovation now underway (\$3,600,000) and upcoming school projects at Southside School (\$3,597,160) and at Memorial Boulevard Arts Magnet School (\$16,027,840).

Bond Anticipation Notes

Bond Anticipation Notes have been issued to provide temporary financing for general purpose projects including the purchase of land, demolition, abatement, clean-up and other work at the former Bristol Centre Mall site (now Centre Square); a new radio communications system replacement; streetlights upgrade; and various other road and infrastructure projects.

There are currently no Bond Anticipation Notes outstanding.

Bond Rating

The Government Finance Officers Association (GFOA) Elected Official's Guide to Rating Agency Presentations describes a bond rating as an independent assessment of the relative credit risk associated with purchasing and holding a particular bond, and the likelihood that the obligation will be repaid. The rating focuses on the City's ability and willingness to make full and timely payments.

In assigning a credit rating, the rating agency will focus on four primary factors: economic base (tax base and demographics), financial performance (financial position and/or changes in financial position), debt management (total debt and ability to pay) and administration (organization and authority).

The City obtains ratings from Moody's Investor Services, Standard & Poor's Rating Service and Fitch, Inc.

Below is a chart showing the City of Bristol's bond ratings for its most recent bond issues. Bond ratings above an A indicate the bonds are rated high and indicate a very strong capacity to pay.

CITY OF BRISTOL RECENT BOND ISSUES AND RATINGS					
<u>Issue Date</u>	<u>Type</u>	<u>Amount</u>	<u>Moody's Rating</u>	<u>Standard & Poor's Rating</u>	<u>Fitch's Rating</u>
November 12, 2019	Tax Exempt	\$25,000,000		AA+	AAA
October 25, 2018 A	Tax Exempt	\$22,500,000		AA+	AAA
October 25, 2018 B	Taxable	\$7,900,000		AA+	AAA
November 9, 2017	Refunding	\$25,435,000		AA+	
May 30, 2017	Tax Exempt	\$21,130,000	Aa2	AA+	AAA

Current Debt Service Budget

The City's debt service budget for 2021-2022 for bonded debt is \$10,500,000. As shown in the following Debt Service Summary, the required bonded debt principal and interest payments have been reduced by \$199,060, the amount to be paid by Water Pollution Control (WPC), by the remaining \$700,000 of available bond premium and the use of \$522,176 of debt service reserves.

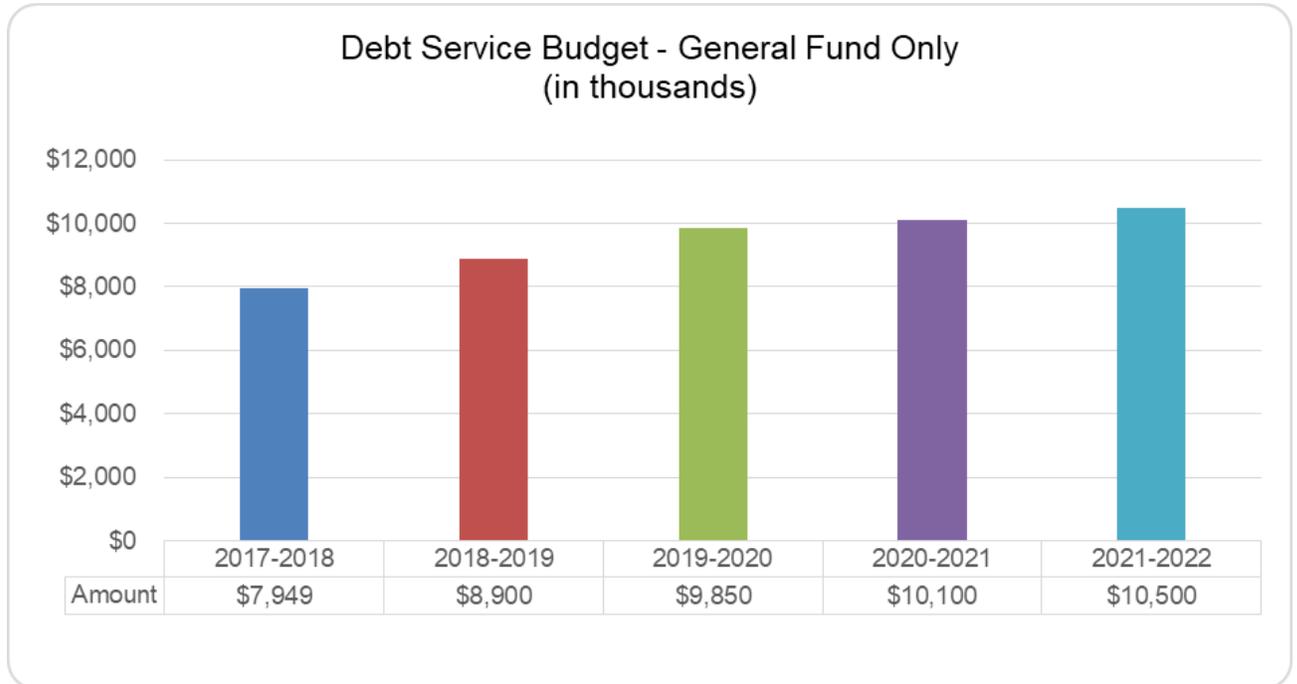
**CITY OF BRISTOL, CONNECTICUT
2021-2022 BUDGET
DEBT SERVICE SUMMARY**

ORGCODE	DESCRIPTION	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET
DEBT1019	LONG TERM DEBT PRINCIPAL PAYMENT	\$6,931,000	\$7,357,000	\$7,357,000	\$8,521,000	\$8,521,000
DEBT1019	LONG TERM DEBT INTEREST PAYMENT	3,418,437	3,770,262	3,770,262	3,400,236	3,400,236
		\$10,349,437	\$11,127,262	\$11,127,262	\$11,921,236	\$11,921,236
	WATER POLLUTION CONTROL PAYMENTS		(202,790)	(202,790)	(199,060)	(199,060)
	USE OF DEBT RESERVES/BOND PREMIUM		(824,472)	(824,472)	(1,222,176)	(1,222,176)
TOTAL DEBT SERVICE		\$10,349,437	\$10,100,000	\$10,100,000	\$10,500,000	\$10,500,000

SUMMARY OF DEBT SERVICES PAYMENTS BY TYPE

SCHOOL DEBT	\$3,228,498	\$3,912,326	\$3,912,326	\$4,564,781	\$4,564,781
GENERAL IMPROVEMENT DEBT	6,765,772	6,817,518	6,817,518	6,967,262	\$6,967,262
SEWER OPERATING	355,167	397,418	397,418	389,193	\$389,193
WATER POLLUTION CONTROL PAYMENTS		(202,790)	(202,790)	(199,060)	(\$199,060)
USE OF DEBT RESERVES/BOND PREMIUM		(824,472)	(824,472)	(1,222,176)	(\$1,222,176)
TOTAL DEBT SERVICE	\$10,349,437	\$10,100,000	\$10,100,000	\$10,500,000	\$10,500,000

The graph below shows budgeted debt service for the past five years.



Debt Management

Shown below are the amortization tables for School, General Improvement and Sewer bonds as of July 1, 2021.

School Long-term Debt As of July 1, 2021 (Pro-Forma)						
Fiscal Year Ended June 30	Principal Beginning Balance	Principal Payments	Interest Payments	Total Payments	Principal Ending Balance	Cumulative % Principal Retired
2021					\$ 41,036,000	22.0
2022	\$ 41,036,000	\$ 3,082,000	\$ 1,482,781	\$ 4,564,781	\$ 37,954,000	27.9
2023	\$ 37,954,000	\$ 3,228,000	\$ 1,333,621	\$ 4,561,621	\$ 34,726,000	34.0
2024	\$ 34,726,000	\$ 2,681,000	\$ 1,190,756	\$ 3,871,756	\$ 32,045,000	39.1
2025	\$ 32,045,000	\$ 2,780,000	\$ 1,056,681	\$ 3,836,681	\$ 29,265,000	44.4
2026	\$ 29,265,000	\$ 2,792,000	\$ 928,619	\$ 3,720,619	\$ 26,473,000	49.7
2027	\$ 26,473,000	\$ 2,804,000	\$ 806,441	\$ 3,610,441	\$ 23,669,000	55.0
2028	\$ 23,669,000	\$ 2,807,000	\$ 695,001	\$ 3,502,001	\$ 20,862,000	60.4
2029	\$ 20,862,000	\$ 2,802,000	\$ 588,451	\$ 3,390,451	\$ 18,060,000	65.7
2030	\$ 18,060,000	\$ 2,852,000	\$ 480,626	\$ 3,332,626	\$ 15,208,000	71.1
2031	\$ 15,208,000	\$ 2,849,000	\$ 381,008	\$ 3,230,008	\$ 12,359,000	76.5
2032	\$ 12,359,000	\$ 1,508,000	\$ 317,621	\$ 1,825,621	\$ 10,851,000	79.4
2033	\$ 10,851,000	\$ 1,508,000	\$ 279,426	\$ 1,787,426	\$ 9,343,000	82.2
2034	\$ 9,343,000	\$ 1,509,000	\$ 239,715	\$ 1,748,715	\$ 7,834,000	85.1
2035	\$ 7,834,000	\$ 1,509,000	\$ 199,170	\$ 1,708,170	\$ 6,325,000	88.0
2036	\$ 6,325,000	\$ 1,309,000	\$ 158,345	\$ 1,467,345	\$ 5,016,000	90.5
2037	\$ 5,016,000	\$ 1,310,000	\$ 122,684	\$ 1,432,684	\$ 3,706,000	93.0
2038	\$ 3,706,000	\$ 1,310,000	\$ 86,328	\$ 1,396,328	\$ 2,396,000	95.4
2039	\$ 2,396,000	\$ 1,311,000	\$ 48,994	\$ 1,359,994	\$ 1,085,000	97.9
2040	\$ 1,085,000	\$ 1,085,000	\$ 14,919	\$ 1,099,919	\$ -	100.0
Totals:		\$ 41,036,000	\$ 10,411,189	\$ 51,447,189		

General Improvement Long-term Debt As of July 1, 2021 (Pro-Forma)						
Fiscal Year Ended June 30	Principal Beginning Balance	Principal Payments	Interest Payments	Total Payments	Principal Ending Balance	Cumulative % Principal Retired
2021					\$ 53,079,000	28.5
2022	\$ 53,079,000	\$ 5,172,000	\$ 1,795,264	\$ 6,967,264	\$ 47,907,000	35.5
2023	\$ 47,907,000	\$ 4,075,000	\$ 1,591,208	\$ 5,666,208	\$ 43,832,000	41.0
2024	\$ 43,832,000	\$ 3,561,000	\$ 1,413,183	\$ 4,974,183	\$ 40,271,000	45.8
2025	\$ 40,271,000	\$ 3,626,000	\$ 1,251,923	\$ 4,877,923	\$ 36,645,000	50.7
2026	\$ 36,645,000	\$ 3,149,000	\$ 1,144,275	\$ 4,293,275	\$ 33,496,000	54.9
2027	\$ 33,496,000	\$ 3,154,000	\$ 1,045,863	\$ 4,199,863	\$ 30,342,000	59.1
2028	\$ 30,342,000	\$ 3,155,000	\$ 947,335	\$ 4,102,335	\$ 27,187,000	63.4
2029	\$ 27,187,000	\$ 3,155,000	\$ 849,660	\$ 4,004,660	\$ 24,032,000	67.6
2030	\$ 24,032,000	\$ 3,154,000	\$ 749,908	\$ 3,903,908	\$ 20,878,000	71.9
2031	\$ 20,878,000	\$ 3,153,000	\$ 647,576	\$ 3,800,576	\$ 17,725,000	76.1
2032	\$ 17,725,000	\$ 2,700,000	\$ 556,103	\$ 3,256,103	\$ 15,025,000	79.8
2033	\$ 15,025,000	\$ 2,700,000	\$ 471,926	\$ 3,171,926	\$ 12,325,000	83.4
2034	\$ 12,325,000	\$ 2,699,000	\$ 386,595	\$ 3,085,595	\$ 9,626,000	87.0
2035	\$ 9,626,000	\$ 2,699,000	\$ 300,296	\$ 2,999,296	\$ 6,927,000	90.7
2036	\$ 6,927,000	\$ 1,659,000	\$ 212,603	\$ 1,871,603	\$ 5,268,000	92.9
2037	\$ 5,268,000	\$ 1,658,000	\$ 155,142	\$ 1,813,142	\$ 3,610,000	95.1
2038	\$ 3,610,000	\$ 1,658,000	\$ 97,411	\$ 1,755,411	\$ 1,952,000	97.4
2039	\$ 1,952,000	\$ 1,657,000	\$ 38,329	\$ 1,695,329	\$ 295,000	99.6
2040	\$ 295,000	\$ 295,000	\$ 4,056	\$ 299,056	\$ -	100.0
Totals:		\$ 53,079,000	\$ 13,658,654	\$ 66,737,654		

Sewer Long-term Debt As of July 1, 2021 (Pro-Forma)							
Fiscal Year Ended June 30	Principal Beginning Balance	Principal Payments	Interest Payments	Total Payments		Principal Ending Balance	Cumulative % Principal Retired
2021						\$ 2,898,000	17.8
2022	\$ 2,898,000	\$ 267,000	\$ 122,193	\$ 389,193	\$	\$ 2,631,000	25.4
2023	\$ 2,631,000	\$ 272,000	\$ 108,717	\$ 380,717	\$	\$ 2,359,000	33.1
2024	\$ 2,359,000	\$ 278,000	\$ 94,967	\$ 372,967	\$	\$ 2,081,000	41.0
2025	\$ 2,081,000	\$ 283,000	\$ 81,002	\$ 364,002	\$	\$ 1,798,000	49.0
2026	\$ 1,798,000	\$ 287,000	\$ 66,888	\$ 353,888	\$	\$ 1,511,000	57.1
2027	\$ 1,511,000	\$ 290,000	\$ 54,017	\$ 344,017	\$	\$ 1,221,000	65.4
2028	\$ 1,221,000	\$ 291,000	\$ 42,457	\$ 333,457	\$	\$ 930,000	73.6
2029	\$ 930,000	\$ 291,000	\$ 30,878	\$ 321,878	\$	\$ 639,000	81.9
2030	\$ 639,000	\$ 292,000	\$ 19,282	\$ 311,282	\$	\$ 347,000	90.2
2031	\$ 347,000	\$ 291,000	\$ 7,693	\$ 298,693	\$	\$ 56,000	98.4
2032	\$ 56,000	\$ 7,000	\$ 1,798	\$ 8,798	\$	\$ 49,000	98.6
2033	\$ 49,000	\$ 7,000	\$ 1,575	\$ 8,575	\$	\$ 42,000	98.8
2034	\$ 42,000	\$ 7,000	\$ 1,348	\$ 8,348	\$	\$ 35,000	99.0
2035	\$ 35,000	\$ 7,000	\$ 1,116	\$ 8,116	\$	\$ 28,000	99.2
2036	\$ 28,000	\$ 7,000	\$ 875	\$ 7,875	\$	\$ 21,000	99.4
2037	\$ 21,000	\$ 7,000	\$ 630	\$ 7,630	\$	\$ 14,000	99.6
2038	\$ 14,000	\$ 7,000	\$ 385	\$ 7,385	\$	\$ 7,000	99.8
2039	\$ 7,000	\$ 7,000	\$ 131	\$ 7,131	\$	-	100.0
Totals:		\$ 2,898,000	\$635,952	\$3,533,952			



Clean Water Fund Loans

The State Clean Water Fund provides a combination of grants and loans to municipalities to undertake wastewater infrastructure projects at the direction of the Department of Energy and Environmental Protection (DEEP).

The City has taken advantage of the program and entered into Project Loan and Project Grant Agreements with DEEP from 2002 through 2018. The current loans are payable in monthly installments including interest at 2% per annum through a maturity date of August 2038.



The latest City Clean Water Fund loan (640-DC) was completed in September 2018 and along with a grant of \$7,233,846, financed the \$15 million upgrade of the WPC wastewater treatment plant to be able to reduce phosphorus compounds in its effluent discharge.

Shown below is an amortization table for Clean Water Fund loans as of July 1, 2021.

Clean Water (SEWER) Loans As of July 1, 2021 (Pro-Forma)						
Fiscal Year Ended June 30	Principal Beginning Balance	Principal Payments	Interest Payments	Total Payments	Principal Ending Balance	Cumulative % Principal Retired
2021					\$ 7,449,075	45.7
2022	\$ 7,449,075	\$ 510,583	\$ 144,384	\$ 654,967	\$ 6,938,492	49.4
2023	\$ 6,938,492	\$ 475,953	\$ 134,265	\$ 610,218	\$ 6,462,539	52.9
2024	\$ 6,462,539	\$ 419,232	\$ 125,384	\$ 544,616	\$ 6,043,307	55.9
2025	\$ 6,043,307	\$ 406,541	\$ 117,219	\$ 523,760	\$ 5,636,766	58.9
2026	\$ 5,636,766	\$ 404,584	\$ 109,026	\$ 513,610	\$ 5,232,182	61.8
2027	\$ 5,232,182	\$ 394,068	\$ 101,050	\$ 495,118	\$ 4,838,114	64.7
2028	\$ 4,838,114	\$ 402,022	\$ 93,096	\$ 495,118	\$ 4,436,092	67.6
2029	\$ 4,436,092	\$ 410,136	\$ 84,982	\$ 495,118	\$ 4,025,956	70.6
2030	\$ 4,025,956	\$ 418,415	\$ 76,703	\$ 495,118	\$ 3,607,541	73.7
2031	\$ 3,607,541	\$ 426,860	\$ 68,258	\$ 495,118	\$ 3,180,681	76.8
2032	\$ 3,180,681	\$ 435,475	\$ 59,643	\$ 495,118	\$ 2,745,206	80.0
2033	\$ 2,745,206	\$ 444,265	\$ 50,852	\$ 495,117	\$ 2,300,941	83.2
2034	\$ 2,300,941	\$ 453,233	\$ 41,885	\$ 495,118	\$ 1,847,708	86.5
2035	\$ 1,847,708	\$ 446,421	\$ 32,790	\$ 479,211	\$ 1,401,287	89.8
2036	\$ 1,401,287	\$ 433,044	\$ 24,075	\$ 457,119	\$ 968,243	92.9
2037	\$ 968,243	\$ 441,784	\$ 15,335	\$ 457,119	\$ 526,459	96.2
2038	\$ 526,459	\$ 450,702	\$ 6,417	\$ 457,119	\$ 75,757	99.4
2039	\$ 75,757	\$ 75,757	\$ 191	\$ 75,948	\$ -	100.0
Totals:		\$ 7,449,075	\$ 1,285,555	\$ 8,734,630		

Debt Management

SCHEDULE OF LEGAL DEBT LIMITATION

State of Connecticut general statutes indicate that *in no case shall total indebtedness exceed seven times annual receipts from taxation.*

The following table shows the City of Bristol Debt Limitation and actual debt authorized in the five major categories: General Purpose, Schools, Sewers, Urban Renewal and Pension Deficit. The table clearly indicates that Bristol is well below the statutory requirements for debt issuance.

Schedule of Debt Limitation June 30, 2020

Total Fiscal Year 2019 tax collections (taxes, interest and fees)	\$ 146,279,000
Base for Establishing Debt Limit	\$ 146,279,000

	<u>General Purpose</u>	<u>Schools</u>	<u>Sewers</u>	<u>Urban Renewal</u>	<u>Pension Funding</u>	<u>Total</u>
Debt Limitation:						
2 1/4 times base	\$ 329,127,750					\$ 329,127,750
4 1/2 times base		658,255,500				658,255,500
3 3/4 times base			548,546,250			548,546,250
3 1/4 times base				475,406,750		475,406,750
3 times base					438,837,000	438,837,000
Total debt limitation	<u>329,127,750</u>	<u>658,255,500</u>	<u>548,546,250</u>	<u>475,406,750</u>	<u>438,837,000</u>	<u>2,450,173,250</u>
Debt, as defined by Statute:						
Bonds and notes payable	57,875,000	43,335,000	11,281,733			112,491,733
Bonds authorized and unissued	16,715,672	130,285,445	743,167			147,744,284
State grant commitments	<u>(4,127,073)</u>	<u>(61,177,816)</u>	-			<u>(65,304,889)</u>
Total indebtedness	<u>70,463,599</u>	<u>112,442,629</u>	<u>12,024,900</u>	<u>-</u>	<u>-</u>	<u>194,931,128</u>
Debt limitation in excess of outstanding and authorized debt	<u>\$ 258,664,151</u>	<u>\$ 545,812,871</u>	<u>\$ 536,521,350</u>	<u>\$ 475,406,750</u>	<u>\$ 438,837,000</u>	<u>\$ 2,255,242,122</u>

Notes:

1. In no event shall total debt exceed seven times annual receipts from taxation. The maximum permitted under this formula would be \$1,023,953,000.
2. Water related debt of \$2,219,107 has been excluded from the calculation.

Debt Management

The following summary shows all the Capital Projects that have been approved by the City of Bristol that have not had long-term obligations issued at this time.

City of Bristol Bonding Appropriations Outstanding (Excluding Water)

Bonding Type			Bonding Amount Outstanding
General	18C07	Centre Square Infrastructure Project	\$ 474,702
General	19C15	City Hall Office Building Program	1,650,000
General	19C14	City Hall Unit Heater/AC Perimeter Replacement	675,000
General	20C08	City Wide Fiber Network	100,000
General	16C05	Down Street Bridge	45,000
General	18C11	DPW Vincent P. Kelly Facility Renovations Phase II (\$350,000-\$330,000 ISSUED)	20,000
General	20C06	Fire Headquarters	1,350,000
General	20C07	Fire Station 3 Reconstruction	400,000
General	20C14	Jerome Bridge	198,000
General	19C12	Lake Avenue Bridge Replacement	540,000
General	21C07	Landfill Erosion	45,000
General	19C08	Louisiana Bridge	844,056
General	20C18	Main Library LED Conversion	333,970
General	21C12	Memorial Boulevard Retaining Wall	1,530,000
General	15C07	Memorial Bridge	4,100,000
General	17G02	Middle Street (TOTAL IS \$2,849,000)	618,600
General	21C05	Muzzy Field Restorations	950,000
General	21C10	North Main Street Streetscapes	70,000
General	20C05	Page Park Maintenance Area Improvements	100,000
General	19C04	Page Park Pool and Bathhouse (\$4,100,000-\$3,600,000 ISSUED)	110,000
General	20C03	Parks Master Plan	150,000
General	20C04	Pequabuck River Conduit Replacement	700,000
General	21C11	Route 72 Corridor	55,000
General	19G14	Shrub Road Acquisition (DEEP Open Space Grant)	2,100,000
General	10C05	Stevens Street Bridge- Richard Court Berm	52,000
General	19C11	Wolcott Street Reconstruction	95,000
		General	17,306,328
School	21C03	All Schools Smartboards	1,254,000
School	20C02	All Schools Tech Upgrade	445,835
School	17C21	Chippens Hill Roof	499,796
School	16C03	Hubbell School Roof	708,305
School	18C16	Memorial Boulevard Intradistrict Arts Magnet School	42,982,149
School	20C21	Northeast Middle Gym Floor	244,000
School	20C01	Northeast Middle School Ceiling	514,810
School	19C02	Southside School HVAC	275,000
School	19C03	Stafford School Roof	1,985,093
		School	48,908,988
Sewer	11C08	Broad Street Pump Force Main	763,167
		Sewer	763,167
		Total	\$ 66,978,483



Appendix

This section of the budget contains the following information:

- General Fund Mill Rate Recap
- Grand List Post Board of Assessment Appeals
- Changes In Net Position- Last Five Fiscal Years
- Changes in Fund Balances, Governmental Funds- Last Five Fiscal Years
- Principal Property Taxpayers
- Assessed and Estimated Actual Value of Taxable Property- Last Five Fiscal Years
- Net Assets By Component- Last Five Fiscal Years
- Fund Balances, Governmental Funds- Last Five Fiscal Years
- Property Tax Levies and Collections- Last Five Fiscal Years
- Ratios of Outstanding Debt by Type
- Legal Debt Margin Information
- Demographic and Economic Statistics- Last Five Fiscal Years
- Operating Indicators by Function/Program- Last Five Fiscal Years
- Capital Asset Statistic by Function/Program- Last Five Fiscal Years
- Employment Data
- Position Summaries by Function (City-wide)
- Bristol vs. State of Connecticut Per Capita/Percent of Total Data
- General Fund Revenues and Expenditures
- Glossary of Terms
- Acronym Listing
- Index



**CITY OF BRISTOL, CONNECTICUT
GENERAL FUND MILL RATE RECAP
FOR 2021-2022 BUDGET WITH COMPARISON TO LAST YEAR**

						2020-2021 APPROVED BUDGET	2021-2022 APPROVED BUDGET	
GROSS BUDGET						\$205,078,100	\$209,594,190	
LESS ESTIMATED REVENUES						(\$54,346,650)	(\$55,990,450)	
NET FINANCED BY TAXATION						<u>\$150,731,450</u>	<u>\$153,603,740</u>	
		APPROVED 2020-2021 BUDGET OCTOBER 1, 2019 GRAND LIST		APPROVED 2021-2022 BUDGET OCTOBER 1, 2020 GRAND LIST				
TOTAL NET ASSESSMENT OF NON-ELDERLY EXCLUDING MV.....	3,945,813,707	X	38.35 MILLS	4,020,911,212	X	38.35 MILLS	151,321,956	154,201,945
PLUS: TOTAL NET ASSESSMENT ELDERLY PROGRAM.....	53,108,300	X	38.35 MILLS	55,038,012	X	38.35 MILLS	2,036,703	2,110,708
LESS: OWNER ELDERLY BENEFIT....						(350,000)	(350,000)	
LESS TIF DISTRICT.....			38.35 MILLS			(3,774)	(48,986)	
TOTAL						153,004,885	155,913,667	
LESS: RESERVE FOR UNCOLLECTIBLES		1.485%			1.485%	<u>(2,273,435)</u>	<u>(2,309,927)</u>	
NET TAX REVENUES.....						<u>\$150,731,450</u>	<u>\$153,603,740</u>	

APPROVED - 2020-2021 BUDGET	
NET TAXABLE GRAND LIST =	\$3,998,922,007
DEPT OF HEALTH POPULATION =	60,032
1 MILL =	\$3,939,538
MILL RATE =	38.35

APPROVED - 2021-2022 BUDGET	
NET TAXABLE GRAND LIST =	\$4,075,949,224
DEPT OF HEALTH POPULATION =	59,947
1 MILL =	\$4,015,421
MILL RATE =	38.35

APPROVED - 2020-2021 BUDGET
GENERAL PROPERTY TAX AT 38.35 MILL RATE WILL GENERATE \$150,731,450 OF REVENUE OR \$2,510.85 TAX DOLLARS PER CAPITA COMPUTED AT 70% OF ESTIMATED FULL VALUE = \$3.84 PER \$100 OF ASSESSED VALUATION.

APPROVED - 2021-2022 BUDGET
GENERAL PROPERTY TAX AT 38.35 MILL RATE WILL GENERATE \$153,603,740 OF REVENUE OR \$2,562.33 TAX DOLLARS PER CAPITA COMPUTED AT 70% OF ESTIMATED FULL VALUE = \$3.84 PER \$100 OF ASSESSED VALUATION.



October 1, 2020 Grand List Post Board of Assessment Appeals

	<u>Gross</u>	<u>Exemptions</u>	<u>BAA Changes</u>	<u>Post BAA</u>
Real Estate	\$3,744,972,989	\$467,303,348	(\$291,760)	\$3,277,669,641
Personal Property	613,452,070	238,395,518	(123,190)	375,056,552
Motor Vehicle	429,330,393	6,107,362	\$0.00	423,223,031
Total	\$4,787,755,452	\$711,806,228	(\$414,950)	\$4,075,949,224
Homeowner 100% Disabled and Elderly Benefit (Estimated) assessment				\$55,038,012
Homeowner 100% Disabled and Elderly Benefit (Estimated) Unfunded State mandate				\$350,000
Local veteran exemptions				\$3,601,380

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

Changes in Net Position- Last Five Fiscal Years

	2020	2019	2018	2017	2016
Expenses:					
Governmental activities:					
General government	\$ 16,386,951	\$ 15,206,941	\$ 12,194,227	\$ 21,518,842	\$ 20,970,806
Public safety	38,189,472	41,433,915	37,443,005	31,225,680	33,028,169
Public works	24,113,012	30,880,755	28,720,300	27,755,308	33,358,035
Health and welfare	7,453,386	8,515,040	8,566,460	8,472,561	8,749,471
Libraries	3,244,302	3,296,778	3,250,406	3,111,382	3,232,404
Parks and recreation	3,978,644	3,856,200	3,617,439	3,526,465	3,744,334
Education	176,362,753	152,066,662	164,662,832	152,095,342	142,696,114
Interest on long-term debt	2,785,304	3,162,151	2,568,739	1,714,198	2,093,677
Total Governmental Activities Expenses	272,513,824	258,418,442	261,023,408	249,419,778	247,873,010
Business-type activities:					
Water	8,597,186	7,519,253	6,659,124	7,292,518	7,585,568
Total primary government expenses	281,111,010	265,937,695	267,682,532	256,712,296	255,458,578
Program revenues:					
Governmental activities:					
Charges for services:					
General government	2,282,089	2,368,308	2,328,207	1,335,428	1,310,578
Public works	8,587,477	8,268,657	7,983,155	10,809,801	9,888,737
Education	568,290	729,459	1,120,855	1,198,646	1,308,475
Other	4,074,963	4,835,930	4,351,725	2,430,930	2,064,396
Operating grants and contributions	97,039,920	76,939,048	93,600,969	84,993,707	79,078,101
Capital grants and contributions	2,517,313	1,612,984	2,136,579	4,213,374	7,648,148
Total Governmental Activities Program Revenues	115,070,052	94,754,386	111,521,490	104,981,886	101,298,435
Business-type activities:					
Charges for services	8,928,762	8,224,671	7,500,510	7,820,045	7,431,065
Capital grants and contributions					
Total business-type activities program revenues	8,928,762	8,224,671	7,500,510	7,820,045	7,431,065
Total primary government program revenues	123,998,814	102,979,057	119,022,000	112,801,931	108,729,500

Changes in Net Position- Last Five Fiscal Years (continued)

	2020	2019	2018	2017	2016
Net revenue (expense):					
Governmental activities	\$ (157,443,772)	\$ (163,664,056)	\$ (149,501,918)	\$ (144,437,892)	\$ (146,574,575)
Business-type activities	331,576	705,418	841,386	527,527	(154,503)
Total primary government net expense	<u>(157,112,196)</u>	<u>(162,958,638)</u>	<u>(148,660,532)</u>	<u>(143,910,365)</u>	<u>(146,729,078)</u>
General revenues and other changes in net position:					
Governmental activities:					
Property taxes	150,235,069	146,235,083	140,813,458	142,203,594	134,464,509
Grants and contributions not restricted to specific purposes	486,324	523,860	422,149	565,492	600,091
Unrestricted investment earnings	1,737,976	1,906,770	1,125,319	583,170	444,898
Gain on sale of capital assets	60,401	26,772			
Other general revenues	125,430	57,824	78,465	1,324,905	3,686,764
Total governmental activities	<u>152,645,200</u>	<u>148,750,309</u>	<u>142,439,391</u>	<u>144,677,161</u>	<u>139,196,262</u>
Business-type activities:					
Unrestricted investment earnings	71,271	(36,629)	306,518	583,170	444,898
Total primary government	<u>152,716,471</u>	<u>148,713,680</u>	<u>142,745,909</u>	<u>145,260,331</u>	<u>139,641,160</u>
Changes in net position:					
Governmental activities	(4,798,572)	(14,913,747)	(7,062,527)	239,269	(7,378,313)
Business-type activities	402,847	668,789	1,147,904	1,110,697	290,395
Total Primary Government	<u>\$ (4,395,725)</u>	<u>\$ (14,244,958)</u>	<u>\$ (5,914,623)</u>	<u>\$ 1,349,966</u>	<u>\$ (7,087,918)</u>

Note:

Schedule prepared on the accrual basis of accounting

**Changes in Fund Balances, Governmental Funds- Last Five Fiscal Years
(In Thousands)**

	2020	2019	2018	2017	2016
Revenues:					
Taxes and assessments	\$ 150,779,378	\$ 145,382,091	\$ 140,126,003	\$ 140,319,168	\$ 133,131,825
Interest and lien fees on delinquent taxes and assessments	864,583	960,640	897,504	1,138,474	920,530
Licenses, permit and fees	3,109,968	3,163,035	3,200,495	3,514,973	3,334,376
Intergovernmental	91,259,765	87,665,806	86,369,398	90,125,552	86,380,385
Charges for services	12,362,823	13,083,677	12,675,555	12,150,217	11,225,218
Income on investments	1,605,936	1,752,824	1,064,385	1,640,414	1,811,405
Miscellaneous	1,068,246	1,375,277	1,557,244	1,002,407	3,266,211
Total revenues	261,050,699	253,363,350	245,890,584	249,891,205	240,069,950
Expenditures:					
General government	8,141,062	8,041,655	7,995,194	8,439,181	7,766,024
Public safety	26,968,225	27,089,568	26,427,386	23,840,668	23,926,373
Public works	21,539,235	23,014,041	23,123,025	20,220,458	19,801,976
Health and welfare	7,403,947	7,559,459	7,580,466	7,181,226	8,078,721
Libraries	2,318,442	2,239,561	2,229,117	2,103,567	2,299,115
Parks and recreation	3,336,658	2,876,156	2,711,177	2,672,162	2,981,876
Education	134,048,642	133,588,657	129,346,915	128,956,258	120,645,180
Citywide:					
Employee benefits and pensions	4,406,979	3,924,782	4,468,966	4,283,364	3,631,894
Insurance	30,362,195	27,967,916	27,489,483	30,044,634	27,289,295
Miscellaneous	380,655	430,040	514,065	655,417	541,457
Capital outlay	12,070,648	7,752,760	15,828,191	23,510,905	18,507,685
Debt service:					
Principal retirement	7,535,907	6,813,883	6,671,856	6,488,840	6,511,853
Interest and fiscal charges	3,739,030	3,444,798	2,823,726	2,168,699	2,372,010
Total expenditures	262,251,625	254,743,276	257,209,567	260,565,379	244,353,459
Excess (deficiency) of revenue over expenditures	(1,200,926)	(1,379,926)	(11,318,983)	(10,674,174)	(4,283,509)
Other financing sources (uses):					
Transfers in	21,087,854	16,336,277	14,437,994	16,806,271	16,366,913
Transfers out	(21,087,854)	(16,336,277)	(14,437,994)	(16,806,271)	(16,366,913)
Issuance of capital leases	143,226				
General obligation bonds issued	25,000,000	30,400,000	1,284,772	25,283,007	2,724,099
Refunding bonds issued			24,932,000		7,117,000
Premium on bonds issued	1,525,183	101,263	3,480,639	1,031,945	488,252
Payment to refunded bond escrow agent			(28,213,332)		(7,498,214)
Total other financing sources (uses)	26,668,409	30,501,263	1,484,079	26,314,952	2,831,137
Net Changes in Fund Balances	\$ 25,467,483	\$ 29,121,337	\$ (9,834,904)	\$ 15,640,778	\$ (1,452,372)
Debt Service as a Percentage of Noncapital Expenditures	4.6%	4.4%	3.9%	3.7%	4.0%

Note: Schedule prepared on the modified accrual basis of accounting

Principal Property Taxpayers

TOP TEN NET ASSESSMENTS
GRAND LIST 2020

	TAXPAYER	REAL ESTATE	PERSONAL PROPERTY	TOTAL NET ASSESSMENT
1	E.S.P.N.	135,655,870	138,429,130	274,085,000
2	CONNECTICUT LIGHT & POWER-EVERSOURCE	1,853,180	71,063,640	72,916,820
3	COVANTA	33,600,490	412,980	34,013,470
4	BRISTOL CENTER LLC	33,513,690	-	33,513,690
5	BRISTOL SPORTS DST	25,297,930	-	25,297,930
6	YANKEE GAS SERVICE CO	180,460	23,113,120	23,293,580
7	FEDERAL REALTY INVESTMENT TRUST	22,658,300	-	22,658,300
8	CARPENTER REALTY COMPANY	21,001,270	222,260	21,223,530
9	D'AMATO CONSTRUCTION/AFFILIATED LLCS	20,213,256	830,010	21,043,266
10	FESTIVAL FUN PARKS/LAKE COMPOUNCE	6,917,470	12,575,300	19,492,770
	TOTALS	300,891,916	246,646,440	547,538,356
	OCTOBER 1, 2020 GRAND TOTAL NET ASSESSMENT			\$4,076,364,174

**Assessed and Estimated Actual Value of Taxable Property-
Last Five Fiscal Years
(In Thousands)**

Fiscal Year	Residential	Commercial	Industrial	Personal Property	Motor Vehicle
2020	\$ 2,557,076,019	\$ 528,445,435	\$ 212,667,650	\$ 588,718,000	\$ 401,846,899
2019	2,545,213,929	519,456,395	212,901,660	555,798,710	389,033,511
2018	2,512,250,000	519,547,000	211,320,000	552,840,000	384,119,000
2017 (3)	2,536,960,000	499,284,000	217,415,000	564,534,000	386,173,000
2016	2,526,113,000	494,204,000	218,325,000	522,136,000	372,552,000

Source:
Notes:

- (1) Assessed values for all real and personal property located within the City on October 1 are included on the Grand List by the Assessor's Office. A Board of Assessment Appeals determines whether adjustments to the Assessor's list under appeal are warranted. Assessments are computed at 70% of market value. A revaluation of all property within the City is required to be completed no less than every ten years.
- (2) Equalized Net Grand List is compiled by the State of Connecticut, Office of Policy and Management, as a factor in figuring aid to education, and is produced by comparing sample sales of real estate, or market value, to the assessed value of the property on the Town/City's books. The resulting sales assessment ratio is used to equalize grand lists for each Town/City in Connecticut. These computations usually take one year to compile.
- (3) Revaluation year

**Assessed and Estimated Actual Value of Taxable Property-
Last Five Fiscal Years
(In Thousands)
(continued)**

Fiscal Year		Less Tax-Exempt Property	Total Taxable Assessed Value	Total Direct Tax Rate	Estimated Actual Taxable Value	Taxable Assessed Value as a Percentage of Actual Taxable Value (2)
2020	\$ \$	287,085,596	\$ 4,001,668,407	38.35%	\$ 5,716,669,153	70%
2019		274,505,156	3,947,899,049	38.05%	5,639,855,784	70%
2018		288,658,000	3,917,618,000	36.88%	5,596,597,000	70%
2017	(3)	292,906,000	3,911,460,000	36.03%	5,587,800,000	70%
2016		288,994,000	3,845,132,000	36.03%	5,493,045,000	70%

Net Assets By Component- Last Five Fiscal Years

(In Thousands)

	2020	2019	2018	2017	2016
Governmental activities:					
Net investment in capital assets	\$ 277,709,386	\$ 271,300,292	\$ 266,282,611	\$ 257,933,889	\$ 268,588,824
Restricted	148,067,072	186,674,687	202,388,179	198,936,006	179,606,533
Unrestricted	57,403,767	30,003,818	34,221,754	73,469,419	81,904,688
Total Governmental Activities Net Position	\$ 483,180,225	\$ 487,978,797	\$ 502,892,544	\$ 530,339,314	\$ 530,100,045
Business-type activities:					
Net investment in capital assets	\$ 20,469,668	\$ 20,875,002	\$ 20,577,181	\$ 20,317,443	\$ 20,196,326
Restricted	6,978,453	8,807,480	9,278,021		
Unrestricted	7,265,822	4,628,614	3,787,105	7,766,240	6,832,695
Total Business-type Activities Net Position	\$ 34,713,943	\$ 34,311,096	\$ 33,642,307	\$ 28,083,683	\$ 27,029,021
Primary government:					
Net investment in capital assets	\$ 298,179,054	\$ 292,175,294	\$ 286,859,792	\$ 278,251,332	\$ 288,785,150
Restricted	155,045,525	195,482,167	211,666,200	198,936,006	179,606,533
Unrestricted	64,669,589	34,632,432	38,008,859	81,235,659	88,737,383
Total Primary Government Net Position	\$ 517,894,168	\$ 522,289,893	\$ 536,534,851	\$ 558,422,997	\$ 557,129,066

Notes:
Schedule prepared on the accrual basis of accounting

Fund Balances, Governmental Funds- Last Five Fiscal Years
(In Thousands)

	2020	2019	2018	2017	2016
General Fund:					
Nonspendable	\$	\$ 3,471	\$ 5,457	\$	\$ 8,817
Restricted					
Committed	3,132,163	3,107,495	3,085,523	3,093,837	3,064,919
Assigned	7,967,807	7,336,712	6,367,646	7,884,336	4,345,929
Unassigned	30,055,791	29,562,034	28,341,862	27,795,244	28,737,167
Total General Fund	\$ 41,155,761	\$ 40,009,712	\$ 37,800,488	\$ 38,773,417	\$ 36,156,832
All other governmental funds:					
Nonspendable	\$ 1,153,736	\$ 1,097,254	\$ 1,031,409	\$ 971,523	\$ 923,563
Restricted	6,595,968	6,242,426	6,606,917	6,038,897	5,549,614
Committed	54,613,218	30,898,483	22,305,699	17,468,414	16,472,513
Assigned	414,366	218,068	475,328	444,120	152,698
Unassigned		(377)	(18,875,612)	(4,517,238)	(15,716,865)
Total all Other Governmental Funds	\$ 62,777,288	\$ 38,455,854	\$ 11,543,741	\$ 20,405,716	\$ 7,381,523

Notes:
1. Schedule prepared on the modified accrual basis of accounting

**Property Tax Levies and Collections- Last Five Fiscal Years
(In Thousands)**

Fiscal Year Ended June 30,	Tax Rate in Mills	Taxes Levied for the Fiscal Year	Collected Within the Fiscal Year of the Levy		Tax Collections in Subsequent Years	Total Collections to Date	
			Amount	Percent of Levy		Amount	Percentage of Levy
2020	38.05	\$ 152,116,000	\$ 150,420,000	98.89%	\$	\$ 149,350,000	98.18%
2019	36.88	146,051,000	145,774,000	99.81%	1,439,000	143,747,000	98.42%
2018	36.03	140,596,000	138,673,000	98.63%	1,485,000	140,158,000	99.69%
2017	36.03	140,245,000	138,734,000	98.92%	1,238,000	139,972,000	99.81%
2016	34.61	133,581,000	131,820,000	98.68%	1,320,000	133,140,000	98.68%

**Ratios of Outstanding Debt By Type
(In Thousands)**

Fiscal Year	Governmental Activities	Business-Type Activities	Total Primary Government	Ratio of Debt to Estimated Taxable Assessed Value	Debt Per Capita	Total Debt Outstanding as a Percentage of Personal Income
	General Obligation Bonds	Water				
2020	\$ 118,428,463	\$ 2,338,366	\$ 120,766,829	3.02%	\$ 2,012	0.03%
2019	100,883,430	2,711,029	103,594,459	2.62%	1,720	0.03%
2018	77,879,840	2,541,439	80,421,279	2.05%	1,337	0.04%
2017	82,569,714	2,868,894	85,438,608	2.18%	1,413	0.04%
2016	63,161,855	3,408,163	66,570,018	1.73%	1,099	0.05%

**Legal Debt Margin Information
Last Five Fiscal Years**

	2020	2019	2018	2017	2016
Debt limitation	\$ 1,023,953,000	\$ 986,972,000	\$ 990,010,000	\$ 990,017,000	\$ 938,448,000
Total net debt applicable to limit	<u>194,687,130</u>	<u>194,687,130</u>	<u>128,642,643</u>	<u>123,830,051</u>	<u>135,362,808</u>
Legal Debt Margin	<u>\$ 829,265,870</u>	<u>\$ 792,284,870</u>	<u>\$ 861,367,357</u>	<u>\$ 866,186,949</u>	<u>\$ 803,085,192</u>
Total net debt applicable to the limit as percentage of debt limit	<u>19.01%</u>	<u>19.73%</u>	<u>12.99%</u>	<u>12.51%</u>	<u>14.42%</u>

Demographic and Economic Statistics- Last Five Fiscal Years

<u>Calendar Year</u>	<u>Population (1)</u>	<u>Per Capita Income (2)</u>	<u>Median Age (2)</u>	<u>School Enrollment (3)</u>	<u>Unemployment Rate (4)</u>	<u>Personal Income (5)</u>
2020	60,032	\$ 30,555	40	8,047	7.9%	\$ 35,534
2019	60,223	30,555	40	8,368	4.2%	35,534
2018	60,147	30,555	40	8,336	4.6%	35,534
2017	60,452	30,555	40	8,136	5.2%	35,534
2016	60,570	30,555	40	8,353	5.7%	35,534

- (1) Source: State Health Department
- (2) Source: State Department of Economic Development, 2010 Census
- (3) Source: Bristol Board of Education
- (4) Source: State Department of Labor
- (5) Source: U.S. Census Bureau, 2000 Census

Operating Indicators by Function/Program- Last Five Fiscal Years

Function/Program	2020	2019	2018	2017	2016
General Government					
Building permits issued	1,559	1,475	1,365	1,275	1,566
Police					
Physical arrests	1,615	1,865	2,108	2,252	2,228
Parking violations	2,602	3,176	1,718	2,445	2,391
Traffic violations	2,340	5,208	5,236	5,144	7,528
Fire					
Emergency responses	1,087	2,440	2,431	2,231	2,361
Fires extinguished	101	184	204	210	268
Inspections	473	1,315	908	1,285	1,237
Refuse Collection					
Refuse collected (tons per day)	76.02	71.90	64.32	67.76	62.03
Recyclables collected (tons per day)	16.98	16.79	15.54	18.28	15.56
Other Public Works					
Street resurfacing (miles)	8.5	8.5	12.8	5.4	16.50
Potholes repaired	256	465	320	775	750
Parks and Recreation					
Hours of Athletic field usage	2,215	1,795	1,798	1,457	1,832
Library					
Volumes in collection	224,066	226,807	233,075	230,435	227,372
Total volumes borrowed	266,729	305,334	252,435	258,848	275,736
Water					
New connections:					
Water main breaks	20	12	28	26	19
Average daily production (thousands of gallons)	5,615	5,060	5,200	4,873	5,117
Peak daily production (thousands of gallons)	10,170	7,847	7,695	7,680	8,498
Wastewater					
Average daily sewage treatment (millions of gallons daily)	9.33	11.33	8.22	6.83	5.80

Capital Asset Statistic by Function/Program- Last Five Fiscal Years

Function/Program	2020	2019	2018	2017	2016
Police					
Stations	1	1	1	1	1
Zone offices	1	1	1	1	1
Patrol units	30	30	30	30	30
Fire stations	5	5	5	5	5
Refuse collection					
Collection trucks	25	25	22	22	25
Other Public Works					
Streets (miles)	235.0	235.0	235.0	235.0	235.0
Highways (miles)	20.8	20.8	20.8	20.8	20.8
Streetlights	5,594	5,590	5,508	5,508	5,539
Traffic signals	24	24	24	24	24
Storm sewers (miles)	197.40	197.40	197.40	197.40	224.50
Parks and Recreation					
Acreage	730	730	730	730	730
Playgrounds	7	7	7	8	8
Baseball/softball diamonds	23	23	23	23	23
Soccer/football fields	6	6	6	6	6
Water					
Water mains (miles)	314	314	314	313	313
Fire hydrants	1,614	1,614	1,612	1,608	1,608
Storage capacity (thousands of gallons)	1,281,105	1,281,105	1,281,105	1,281,105	1,281,105
Wastewater					
Sanitary sewers (miles)	245.10	245.10	245.10	245.10	245.10
Treatment capacity (millions per day)	10.75	10.75	10.75	10.75	10.75

Employment Data

<i>Period</i>	<i>City of Bristol</i>		<i>Percentage Unemployed</i>		
	<i>Employed</i>	<i>Unemployed</i>	<i>City of Bristol</i>	<i>Hartford Labor Market</i>	<i>State of Connecticut</i>
August 2017.....	31,427	1,683	5.1	4.7	4.6
<i>Annual Average</i>					
2016.....	31,038	1,958	5.9	5.3	5.3
2015.....	30,772	2,127	6.5	5.6	5.6
2014.....	31,282	2,406	7.2	6.7	6.7
2013.....	30,635	2,742	8.2	7.9	7.9
2012.....	31,220	2,947	8.6	8.4	8.3
2011.....	31,618	3,181	9.2	8.9	8.8
2010.....	31,557	3,444	9.8	9.1	9.0
2009.....	31,932	3,161	9.0	8.3	8.2
2008.....	32,315	2,092	6.1	5.9	5.8
2007.....	32,602	1,734	5.1	4.7	4.6

Source: Department of Labor, State of Connecticut

Employment by Industry

<i>Sector</i>	<i>City of Bristol</i>		<i>State of Connecticut</i>	
	<i>Number</i>	<i>Percent</i>	<i>Number</i>	<i>Percent</i>
Agriculture, forestry, fishing and hunting, and mining.....	51	0.2%	7,214	0.4%
Construction.....	1,898	6.2	100,593	5.6
Manufacturing.....	4,395	14.3	191,286	10.7
Wholesale trade.....	986	3.2	44,581	2.5
Retail trade.....	3,486	11.4	193,799	10.9
Transportation warehousing, and utilities....	898	2.9	66,850	3.8
Information.....	1,598	5.2	41,486	2.3
Finance, insurance, real estate, and leasing..	2,996	9.8	163,822	9.2
Professional, scientific, management, administrative, and waste management....	2,433	7.9	199,942	11.2
Education, health and social services.....	6,842	22.3	471,587	26.5
Arts, entertainment, recreation, accommodation and food services.....	2,559	8.4	153,516	8.6
Other services (except public admin.).....	1,102	3.6	79,998	4.5
Public Administration.....	1,392	4.5	66,743	3.7
Total Labor Force, Employed.....	30,636	100.0%	1,781,417	100.0%

Source: American Community Survey 2011-2015

Position Summaries by Function (City-wide)

Department	Position	Budget Year		
		2020	2021	2022
General Government				
Mayor's Office				
	Mayor	1	1	1
	Executive Assistant to the Mayor	1	1	1
	Subtotal Mayor's Office	2	2	2
Registrars of Voters				
	Registrar of Voters	1	1	1
	Registrar of Voters	1	1	1
	Registrar Clerk	1	1	1
	Subtotal Registrars of Voters	3	3	3
Assessor's				
	Assessor	1	1	1
	Deputy Assessor	1	1	1
	Senior Administrative Clerk	1	1	1
	Principal Clerk	1	1	1
	Sales and Ratio Clerk	1	1	1
	Assessment Technician	1	1	1
	Subtotal Assessor's	6	6	6
Tax Collector				
	Tax Collector	1	1	1
	Deputy Tax Collector	1	1	1
	Administrative Assistant	1	1	1
	Principal Clerk	2	2	2
	Principal Clerk	0.5	0	0
	Subtotal Tax Collector	5.5	5	5
Purchasing				
	Purchasing Agent	1	1	1
	Administrative Assistant	1	1	1
	Purchasing Assistant	1	1	1
	Subtotal Purchasing	3	3	3
Comptroller's Office				
	Comptroller	1	1	1
	Assistant Comptroller	1	1	1
	Assistant to the Comptroller	1	1	1
	Senior Accountant	1	1	1
	Payroll and Pension Supervisor	1	1	1
	Accounts Payable/Receivable Supervisor	1	1	0
	Budget & Accounting Assistant	1	1	1
	Accounting Clerk	2	2	2
	Payroll Clerk	1	1	1
	Benefits Specialist	1	1	1
	Subtotal Comptroller's Office	11	11	10
Treasurer's Office				
	Deputy Treasurer	1	1	1
	Accounting Clerk	1	1	1
	Bookkeeping Clerk	0.5	0.5	0.5
	Subtotal Treasurer's Office	2.5	2.5	2.5
Information Technology Department				
	Chief Information Officer	1	1	1
	System Applications Specialist	1	1	1
	Network Manager	1	1	1
	Technical Support Specialist	3	2	4
	Library Technical Services Coordinator	0	0	1
	Information Technology Coordinator	0	1	1
	Subtotal Information Technology	6	6	9

Position Summaries by Function (City-wide) (continued)

Department	Position	Budget Year		
		2020	2021	2022
Human Resources				
	Director of Human Resources	1	1	1
	Assistant Human Resources Director	1	1	1
	Personnel Analyst	1	1	1
	Risk Manager	0	0	0
	Senior Administrative Assistant	1	1	1
	Subtotal Human Resources	4	4	4
Corporation Counsel				
	Legal Secretary	1	1	1
	P/T Legal Administrative Assistant	0.5	0.5	0.5
	Assistant Corporation Counsel	2	2	2
	Subtotal Corporation Counsel	3.5	3.5	3.5
City Clerk				
	Town & City Clerk	1	1	1
	Assistant Town & City Clerk	1	1	1
	Statute & Legislative Coordinator	2	2	2
	Sr. Administrative Assistant	1	1	1
	Administrative Assistant	1	1	1
	Principal Clerk	0	0	0
	Subtotal City Clerk	6	6	6
Department of Aging				
	Executive Director of Aging	1	1	1
	Assistant Director of Aging	1	1	1
	Staff Assistant	1	1	0
	Administrative Assistant	0	0	1
	Senior Coordinator	1	1	1
	Supervisor of Senior Center Maintenance	1	1	1
	Custodian/Maintenance	1	1	1
	Custodian	1	1	1
	Subtotal Department of Aging	7	7	7
Total General Government		59.5	59	61
Police Department - Administration				
	Chief of Police	1	1	1
	Deputy Chiefs	2	2	2
	Administrative Secretary	1	1	1
	Police Payroll Supervisor	1	1	1
	Principal Clerk	1	1	1
	Staff Assistant	1	1	1
	Evidence Clerk	1	1	1
	Technical Support Specialist	2	2	0
	Subtotal Police Department- Administration	10	10	8
Police Department-Maintenance				
	Fleet Traffic Maintenance Technician	1	1	1
	Subtotal Police Department- Maintenance	1	1	1
Police Department- Patrol & Traffic				
	Patrol Lieutenants	9	9	9
	Sergeants	10	10	10
	Police Officers	77	76	76
	Subtotal Police Department- Patrol & Traffic	96	95	95
Police Department-Criminal Investigations				
	Detective Lieutenant	1	1	1
	Detective Sergeants	3	3	3
	Detectives	18	19	19
	Subtotal Police Department- Criminal Investigations	22	23	23
Police Department-Communications				
	Lieutenant	1	1	1
	Lead Dispatchers	4	5	5
	Public Safety Dispatchers	12.5	12	12
	Subtotal Police Department- Communications	17.5	18	18
Subtotal Police Department		146.5	147	145

Position Summaries by Function (City-wide) (continued)

Department	Position	Budget Year		
		2020	2021	2022
Fire Department				
	Fire Chief	1	1	1
	Deputy Chief	4	4	4
	Administrative Assistant	1	1	1
	Principal Clerk	0.5	0.5	0.5
	Drill Master/Senior Captain	1	1	1
	Fire Prevention Officer	1	1	1
	Fire Prevention Inspectors	3	3	3
	Fire Captains	6	6	6
	Fire Lieutenants	18	18	18
	Fire Equipment Technician	1	1	1
	Firefighters	52	52	52
	Subtotal Fire Department	88.5	88.5	88.5
Animal Control				
	Animal Control Officer	1	1	1
	Assistant Animal Control Officer	1	1	1
	Subtotal Animal Control	2	2	2
Building Department				
	Chief Building Official	1	1	1
	Senior Administrative Clerk	2	2	2
	Electrical Inspector	1	1	1
	Code Enforcement Officer/Asst. Building Inspector	2	2	2
	Mechanical Inspector	1	1	1
	Zoning/Code Enforcement Officer	1	1	1
	Subtotal Building Department	8	8	8
Subtotal Public Safety		245.0	245.5	243.5
Public Works				
Administration				
	Director of Public Works	1	1	1
	Public Works Analyst	1	1	1
	Senior Administrative Assistant	1	1	1
	Accounts Payable Coordinator	1	1	1
	Accounts Receivable Coordinator	1	1	1
	Principal Clerk	0.5	0.5	0.5
	Subtotal Public Works- Administration	5.5	5.5	5.5
Engineering				
	City Engineer	1	1	1
	Assistant City Engineer	1	0	0
	Project Manager	0	1	1
	Environmental Protection Technician	1	1	1
	Highway Inspector	1	1	1
	Construction Inspectors	2	2	2
	Excavation Inspector	1	1	1
	Civil Engineer	1	1	1
	Chief, Inspection & Survey	0	0	0
	Party Chief	1	1	1
	GIS/AutoCAD Technician	1	1	1
	Environmental Engineer	1	1	1
	Subtotal Public Works- Engineering	11	11	11
Land Use				
	City Planner/ Land Use Development Coordinator	1	1	1
	Assistant City Planner/ Development Coordinator	1	1	1
	Administrative Secretary	1	1	1
	Subtotal Public Works- Land Use	3	3	3
Building Maintenance				
	Public Facilities & Energy Manager	1	1	1
	Facilities Manager	0	0	0
	Facilities/Maintenance Supervisor	0	0	0
	Senior Maintenance Technician	1	1	1
	Maintenance Technician	1	1	1
	Landscape Grounds Maintainer/Bldg. Technician	1	1	1
	Custodians	5	5	5
	Subtotal Public Works- Building Maintenance	9	9	9

Position Summaries by Function (City-wide) (continued)

Department	Position	Budget Year		
		2020	2021	2022
Streets				
	Superintendent of Streets	1	1	1
	Assistant Superintendent of Streets and Maintenance Oper.	1	0	0
	Public Works Coordinator	0	1	1
	Street Maintenance Crew Leader	6	6	6
	Tree Maintenance Crew Leader	1	1	1
	Street Maintenance Equipment Operator	3	3	3
	Light Equipment Operator	2	2	2
	Truck Driver (Heavy)	5	5	5
	Truck Driver- Light (Lantern)	1	1	1
	Aerial Tree Bucket Truck Driver	1	1	1
	Skilled Laborer	4	4	4
	Laborers	9	9	9
	Subtotal Public Works- Streets	34	34	34
Solid Waste				
	Superintendent of Solid Waste Operations	1	1	1
	Solid Waste Laborers	3.5	5	5
	Solid Waste Driver/Collector-Sanitation	13	12	12
	Subtotal Public Works- Solid Waste	17.5	18	18
Fleet Maintenance				
	Public Works Fleet Manager	1	1	1
	Dispatcher Yardman	1	1	1
	Mechanics	4	4	4
	Equipment Maintenance Coordinator	1	1	1
	Mechanics' Helper/Small Equipment	3	3	3
	Subtotal Public Works- Fleet Maintenance	10	10	10
Transfer Station				
	Heavy Equip/Transfer Station Operator	2	2	2
	Transfer Station Attendant	2	2	2
	Landfill/Transfer Station Scale Operator	1	1	1
	Solid Waste Laborers	0.5	0	0
	Subtotal Public Works- Transfer Station	5.5	5	5
Subtotal Public Works		95.5	95.5	95.5
Health & Social Services				
School Readiness				
	School Readiness Grant Manager	1	1	1
	Subtotal School Readiness	1	1	1
Subtotal Health & Social Services		1	1	1
Libraries				
Main Library				
	Library Director	1	1	1
	Programming/Public Relations Manager	1	1	1
	Circulation Clerk	5	5	5
	Administrative Assistant	1	1	1
	Supervisor of Library Maintenance	1	1	1
	Custodian/Maintenance	1	1	1
	Custodian	1	1	1
	Technical Services Clerk	1	1	1
	Floater/Reader's Advisor	1	1	1
	Reference Assistant	1	1	1
	Reference Assistant/Historian	1	1	1
	Assistant Info Services Librarian	1	1	1
	Technical Services Coordinator	1	1	1
	Supervisor Library Info Services	1	1	1
	Supervisor of Circulaton	1	1	1
	Supervisor of Children's Services	1	1	1
	Floater/Children's Assistant	1	1	1
	Children's Assistant/Young Adult Librarian	1	1	1
	Children's Assistant	3	3	3
	Computer Lab Supervisor	1	1	0
	Subtotal Main Library	26	26	25
Manross Library				
	Supervisor of Branch Services	1	1	1
	Assistant Branch Librarian	1	1	1
	Library Clerk	1	1	1
	Library Assistant	1	1	1
	Custodian	0.5	0.5	0.5
	Subtotal Manross Library	4.5	4.5	4.5
Subtotal Libraries		30.5	30.5	29.5

Position Summaries by Function (City-wide) (continued)

Department	Position	Budget Year		
		2020	2021	2021
Parks, Recreation, Youth & Community Services				
Administration				
	Superintendent of Parks, Recreation, Youth & Community Services	1	1	1
	Deputy Superintendent	0	1	1
	Parks Office Coordinator	1	0	0
	Assistant to the Director	0	1	1
	Community Engagement Coordinator	0	1	1
	Arts and Culture Supervisor	0	0	1
	Subtotal Administration	2	4	5
Grounds & Facilities				
	Parks Grounds Facilities Superintendent	1	1	1
	Assistant Parks, Grounds & Facilities Superintendent	1	1	1
	Group Leader	2	2	2
	Mechanic	1	1	1
	Skilled Utility Craftsperson	2	2	2
	Heavy Truck Driver	1	1	1
	Light Truck Driver	1	0	0
	Landscape Gardener	1	1	1
	Park Maintainers	7	8	8
	Subtotal Grounds & Facilities	17	17	17
Recreation				
	Recreation Supervisor	1	1	1
	Recreation & Community Outreach Coordinator	1	0	0
	Program Administrative Assistant	0	1	1
	Subtotal Recreation	2	2	2
Aquatics				
	Aquatics Supervisor	1	1	1
	Aquatics Coordinator	1	1	1
	Facilities Maintenance Technician	1	1	1
	Subtotal Aquatics	3	3	3
Youth & Community Services				
Youth Services				
	Director of Youth & Community Services	1	0	0
	Assistant to the Director	1	0	0
	Youth & Community Services Supervisor	0	1	1
	Outreach Worker	1	0	0
	Youth Advocate/Outreach Worker	1	0	0
	Youth and Family Coordinator	0	2	2
	Program Administrative Assistant	1	0	0
Community Services				
	Community Services Coordinator	1	1	1
	Subtotal Youth & Community Services	6	4	4
Subtotal Parks, Recreation, Youth and Community Services		30	30	31

Position Summaries by Function (City-wide) (continued)

Department	Position	Budget Year		
		2020	2021	2022
Board of Education	Full-time Positions	957	953	952
Subtotal Board of Education		957	953	952
Bristol Development Authority	Executive Director- BDA	1	1	1
	Grants Administrator	1	1	1
	Housing & Project Specialist	1	1	1
	Senior Administrative Assistant	1	1	1
	Marketing & Public Relations Specialist	1	1	1
Subtotal Bristol Development Authority		5	5	5
Water & Sewer Department				
Water Department	Full-time Positions	37	38	38
Sewer Department				
	WPC Manager	1	1	1
	Assistant Chief Operator/Lab Supervisor	1	1	1
	Assistant Chief Operator Collection System	1	1	1
	Collection System Crew Leader	1	1	1
	Lab Technician	1	1	1
	Senior Process Operator	1	1	1
	Process Operator- CLASS 3	3	3	3
	Process Operator	5	5	5
	Truck Driver-WPC	2	2	2
	Electro-Mechanical Maintenance Tech.	3	3	3
	Semi-Skilled Craftsman	1	1	1
	Skilled Craftsman	1	1	1
	Sewer Rehabilitation Operator	1	1	1
	Sewer Construction Coordinator	0	0	1
	Laborer/Helper (Transitional)	2	2	2
	Subtotal Sewer Department	24	24	25
Subtotal Water & Sewer Department		61	62	63
Total Budgeted Full-Time Positions		1,484.5	1,481.5	1,481.5

**BRISTOL vs. STATE OF CONNECTICUT
PER CAPITA/PERCENT OF TOTAL DATA**

<u>YEAR</u>	<u>TITLES</u>	<u>AMOUNT</u>	<u>STATE AVERAGE</u>
2010	Population	60,510	21,171
2010	Population Density per Sq. Mile	2,282.50	738.50
2010	School Enrollment	8,784	3,244
2010	Net Current Expenditures per Pupil	\$12,156	\$13,568
2010	Unemployment	9.80%	9.10%
2010	Equalized Net Grand List	\$ 6,111,926,027	\$ 3,239,012,006
2010	Per Capita	\$101,007	\$152,995
2010	Equilized Mill Rate	17.93	15.84
2010	Current Year Adjusted Tax Levy Per Capita	\$2,004.53	\$2,424.00
2010	Current Year Property Tax Collection %	98.6%	98.4%
2010	Total Square Miles	26.51	28.67
2010	Debt Per Capita	\$896.00	\$2,187.00
2010	Ratio of Debt to Equalized Net Grand List	9%	1.4%
2010	Tax Collection Rates	98.5%	98.5%
2010	Property Tax Revenues as % of Total Revenues	62.00%	71.70%
2010	Equalized Net Grand List per Capital	101,875	152,995
2010	Population, percent change, 2000 to 2010	0.7%	4.9%
2010	Persons under 5 years	5.6%	5.7%
2010	Persons under 18 years	21.4%	22.9%
2010	Persons 65 years and over	14.9%	14.2%
2010	Female persons	51.8%	51.3%
2010	Persons per square mile	2,289.8	738.1
2010	White persons, percent, 2010 (a)	87.7%	77.6%
2010	Black persons, percent, 2010 (a)	3.8%	10.1%
2010	American Indian and Alaska Native persons, percent, 2010 (a)	0.2%	0.3%
2010	Asian persons, percent, 2010 (a)	1.9%	3.8%
2010	Persons reporting two or more races, percent, 2010	2.5%	2.6%
2010	Persons of Hispanic or Latino origin, percent, 2010 (b)	9.6%	13.4%
2010	White persons not Hispanic, percent, 2010	83.0%	71.2%
2010	Housing units, 2010	27,011	1,487,891
2010	Homeownership rate, 2006-2010	66.4%	69.2%
2010	Housing units in multi-unit structures, percent, 2006-2010	41.0%	34.6%
2010	Median value of owner-occupied housing units, 2006-2010	\$218,900	\$296,500
2010	Households, 2006-2010	24,966	1,359,218
2010	Persons per household, 2006-2010	2.39	2.52
2010	Per capita money income in past 12 months (2010 dollars) 2006-2010	\$29,629	\$36,775
2010	Median household income 2006-2010	\$58,537	\$67,740
2010	Persons below poverty level, percent, 2006-2010	7.7%	9.2%
2007	Manufacturers shipments, 2007 (\$1,000)	719,217	58,404,898
2007	Merchant wholesaler sales, 2007 (\$1,000)	253,394	107,917,037
2007	Retail sales, 2007 (\$1000)	803,263	52,165,480
2007	Retail sales per capita, 2007	\$13,218	\$14,953
2007	Accommodation and food services sales, 2007 (\$1,000)	62,106	9,138,437

General Fund Revenues

ORGCODE	OBJECT	PROJ	REVENUE SOURCE	2020 ACTUAL REVENUE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 REVENUE REQUEST	2022 APPROVED BUDGET
SOURCE			TAXES AND PRIOR LEVIES					
0011016	401000		CURRENT PROPERTY TAXES	\$147,480,821	\$150,731,450	\$150,731,450	\$162,813,950	153,603,740
0011016	401001		PRIOR LEVIES	1,368,896	1,300,000	1,300,000	1,300,000	1,300,000
0011016	401002		60 DAY.GAAP	(22,900)	0	0	0	0
0011016	401005		MV SUPPLEMENT	1,927,934	1,400,000	1,400,000	1,400,000	1,500,000
TOTAL			TAXES AND PRIOR LEVIES	\$150,754,751	\$153,431,450	\$153,431,450	\$165,513,950	\$156,403,740
SOURCE			INTEREST & LIEN FEES ON DELINQUENT TAXES					
0011016	410000		INTEREST & LIEN FEES	\$864,583	\$775,000	\$775,000	\$775,000	\$775,000
TOTAL			INTEREST & LIEN FEES ON DELINQUENT TAXES	\$864,583	\$775,000	\$775,000	\$775,000	\$775,000
SOURCE			LICENSES, PERMITS & FEES					
0011014	422003		ASSESSOR LATE FILING FEE	\$400	\$2,000	\$2,000	\$1,100	\$1,100
0011016	442441		DELINQUENT FEES	445	1,000	1,000	1,000	1,000
0011018	421000		CIRCUIT COURT FINES	1,599	4,000	4,000	4,000	4,000
0011023	422022		DOG PENALTY	422	700	700	600	600
0011023	441001		MERCHANT LICENSES	500	0	0	0	0
0011023	441002		DOG LICENSES	5,898	7,500	7,500	7,000	7,000
0011023	441005		MARRIAGE LICENSES	2,745	3,000	3,000	3,000	3,000
0011023	442001		CLERK FEES	15,436	12,000	12,000	13,000	13,000
0011023	442002		LIQUOR	1,300	1,500	1,500	1,500	1,500
0011023	442003		NOTARY SER	1,505	2,000	2,000	1,000	1,000
0011023	442004		NOTARY APP	2,260	3,000	3,000	3,000	3,000
0011023	442005		BURIAL PERMITS	5,135	4,100	4,100	4,500	4,500
0011023	442007		TRADE NAME	920	1,100	1,100	1,100	1,100
0011023	442011		VITALS	124,752	120,000	120,000	120,000	120,000
0012110	421002		PARKING VIOLATIONS	78,032	75,000	75,000	75,000	75,000
0012110	421005		ALARM FINES	16,740	17,000	17,000	17,000	17,000
0012110	441000		POLICE REPORT FEES	16,891	14,000	14,000	14,000	14,000
0012110	441008		BINGO/RAFFLES	8,244	12,000	12,000	12,000	12,000
0012615	422015		ZONING VIOLATIONS	0	1,500	1,500	1,500	1,500
0012615	422031		DROP FEE	1,350	2,400	2,400	2,400	2,400
0012615	442006		BUILDING PERMITS	1,444,044	1,200,000	1,200,000	1,200,000	1,225,000
0013010	442008		PUBLIC WORKS EXCAVATION PERMITS	8,160	13,500	13,500	10,000	10,000
0013012	422011		SURCHARGE	0	0	0	0	0
0013012	442009		LAND USE FEES & PERMITS	27,640	18,000	18,000	18,000	18,000
0016010	421001		LIBRARY FINES	11,609	13,000	13,000	5,000	5,000
TOTAL			LICENSES, PERMITS & FEES	\$1,776,027	\$1,528,300	\$1,528,300	\$1,515,700	\$1,540,700
SOURCE			CHARGES FOR SERVICES					
0011014	450102		COPIER CHARGES	\$875	\$1,500	\$1,500	\$250	\$250
0011016	450104		TAX COLLECTOR COPIER	652	350	350	350	350
0011016	450400		C PACE CHARGES FOR SERVICES	3,000	0	0	0	0
0011018	450201		WATER DEPT. REIMBURSEMENT	5,462	1,250	1,250	1,250	1,250
0011018	450205		FORECLOSURE COSTS	0	10,000	10,000	10,000	5,000
0011018	450310		COURT RENTAL	36,694	0	0	0	0
0011018	450320		RENTAL OF 51 HIGH STREET	6,571	15,770	15,770	0	0
0011018	450330		BELLEVUE	0	0	0	18,000	18,000
0011018	450321		OTHER RENTALS	5,028	500	500	7,200	7,200
0011018	450400		MISCELLANEOUS CHARGES	16,634	4,000	4,000	4,000	4,000
0011023	422000		RECORDING FEES	283,222	280,000	280,000	280,000	280,000
0011023	450102		COPIER CHARGES	47,530	46,000	46,000	46,000	46,000
0011023	450115		REAL ESTATE TRANSFER TAX	1,043,239	825,000	825,000	830,000	850,000
0011027	450004		SENIOR CITIZEN NON-RESIDENT FEE	4,189	4,000	4,000	4,000	4,000
0011027	450315		SENIOR CENTER RENTALS	61,202	63,400	63,400	63,400	63,400
0012110	450101		POLICE ID CHARGES	17,150	22,000	22,000	22,000	22,000
0012114	450000		POLICE SPECIAL SERVICES	1,815,950	850,000	850,000	850,000	850,000
0012211	450001		FIRE ADMIN	900	0	0	0	0
0012211	450200		FIRE SERVICES	1,011	1,475	1,475	1,475	1,475
0012312	450116		DOG WARDEN FEES	2,605	3,000	3,000	3,000	3,000
0012615	450102		COPIER CHARGES	6	200	200	200	200
0013010	450003		PUBLIC WORKS FEES	382,758	370,000	370,000	370,000	370,000
0013010	450208		OTHER RECYCLING	15,275	13,200	13,200	13,200	13,200
0013010	450300		ENGINEERING MAPS	224	200	200	200	200
0013010	450303		RECYCLING RECEIPTS - BULK FEES	13,052	11,000	11,000	11,000	11,000
0013010	450400		PUBLIC WORKS MISCELLANEOUS CHARGES	1,955	1,600	1,600	1,600	1,600
0013016	450324		BARREL SALE	14,015	12,000	12,000	15,000	15,000
0013025	450113		PERM PATCH	24,727	0	0	0	0
0016010	450102		COPIER CHARGES	13,870	14,000	14,000	5,000	5,000
0016010	450313		LIBRARY RENTAL	2,140	1,000	1,000	480	480
0017022	450311		MUZZY RENTALS	24,746	25,000	25,000	25,000	30,000
0017022	450321		RENTAL OF PARKS	7,107	8,000	8,000	8,000	20,500
0017022	450322		CONCESSION/MISCELLANEOUS	3,384	6,500	6,500	6,500	6,500
0017022	450400		CHARGES FOR SERVICES	500	400	400	400	400
0017023	450105		SUMMER RECREATION	87,048	276,200	276,200	276,200	281,865
0017023	450107		FALL/WINTER RECREATION PROGRAM	33,084	33,165	33,165	33,165	35,000
0017024	450103		POOL CHARGES	158,182	203,500	203,500	203,500	203,500
TOTAL			CHARGES FOR SERVICES	\$4,133,987	\$3,104,210	\$3,104,210	\$3,110,370	\$3,150,370

General Fund Revenues – continued

ORGCODE	OBJECT	PROJ	REVENUE SOURCE	2020 ACTUAL REVENUE	2021 ORIGINAL BUDGET	2021 REVISED BUDGET	2022 REVENUE REQUEST	2022 APPROVED BUDGET
SOURCE			INVESTMENT EARNINGS					
0011019	460001		INTEREST GENERAL FUND	\$1,221,970	\$550,000	\$550,000	\$400,000	\$400,000
0011019	460006		INTEREST ACCOUNTS RECEIVABLE	5,970	6,000	6,000	6,000	6,000
TOTAL			INVESTMENT EARNINGS	\$1,227,940	\$556,000	\$556,000	\$406,000	\$406,000
SOURCE			SALE OF PROPERTY & EQUIPMENT					
0011018	450309		SALE OF PROPERTY & EQUIPMENT	\$60,401	\$75,000	\$75,000	\$75,000	\$75,000
TOTAL			SALE OF PROPERTY & EQUIPMENT	\$60,401	\$75,000	\$75,000	\$75,000	\$75,000
SOURCE			OTHER/MISCELLANEOUS REVENUE					
0011018	454001		MISCELLANEOUS	\$5,490	\$5	\$5	\$5	\$5
0014012	450301		REIMBURSEMENTS SOCIAL SERVICES	64,415	0	0	0	0
0016012	480001		MANROSS LIBRARY TRUST	0	0	20,755	0	0
0016014	480001		MAIN LIBRARY TRUST	4,260	4,310	4,310	4,360	4,360
0016014	480002		LIBRARY TRUST- GOODSSELL	28,600	28,950	28,950	29,310	29,310
0017021	480003		PARK TRUST FUNDS	517,069	400,000	400,000	400,000	400,000
0017021	480004		PARK TRUST- GOODSSELL	24,970	23,330	23,330	23,330	23,330
0017025	450301		WELFARE OTHER	0	7,500	7,500	7,500	7,500
TOTAL			OTHER/MISCELLANEOUS REVENUE	\$644,804	\$464,095	\$484,850	\$464,505	\$464,505
SOURCE			CONTRIBUTIONS					
0011012	470038		PLYMOUTH	\$6,392	\$7,190	\$7,190	\$7,025	\$7,025
0011018	470030		HMO WATER DEPARTMENT CONTRIBUTION	7,543	3,000	3,000	3,000	3,000
0012211	470000		CONTRIBUTIONS	0	0	0	0	0
0012615	470039		PLAINVILLE	36,235	33,930	33,930	33,930	33,930
TOTAL			CONTRIBUTIONS	\$50,170	\$44,120	\$44,120	\$43,955	\$43,955
SOURCE			FEDERAL GRANTS					
0011018	431080		HSG-PILOT	\$118,274	\$100,000	\$100,000	\$100,000	\$110,000
0012413	431003		CIVIL PREPAREDNESS	59	13,500	15,000	15,000	15,000
TOTAL			FEDERAL GRANTS	\$118,333	\$113,500	\$115,000	\$115,000	\$125,000
SOURCE			STATE GRANTS					
0011014	432012		STATE PROPERTY	\$47,877	\$47,880	\$47,880	\$47,875	\$47,875
0011014	432025		HOSPITAL PILOT	380,562	380,560	380,560	380,560	380,560
0011014	432027		TOTAL DISABLED PILOT	13,669	12,500	12,500	15,000	15,000
0011014	432064		VETERANS GRANT	26,159	26,000	26,000	26,000	26,000
0011014	432077		ENTERPRISE ZONE REIMBURSEMENT	65,934	145,000	145,000	170,000	170,000
0011018	432020		TOWN AID ROAD GRANT	662,258	0	0	0	0
0011018	432021		MASHANTUCKET PEQUOT GRANTS	400,282	400,280	400,280	400,280	400,280
0011018	432030		OFF-TRACK BETTING	1,988	50,000	50,000	0	0
0011018	432076		UTILITIES TAX	109,080	100,000	100,000	100,000	100,000
0011018	432817		MUNICIPAL	234,651	234,650	234,650	234,650	234,650
0011027	432146	21G01	DEMAND RESP	0	0	57,275	0	0
0011031	432026		YOUTH BUREAU	41,741	0	0	0	0
0011031	432147		ENHANCEMENT SERVICES	0	0	0	0	0
0011031	432150		JUVENILE DIVERSION	15,304	0	0	0	0
0011031	432820		DIVERSION	0	0	0	0	0
0012115	432050		E-911 SUBSIDY GRANT	138,782	134,500	134,500	134,500	134,500
0012115	432400		EMD GRANT	2,004	6,000	6,000	6,000	6,000
0014654	432079		SCHOOL READINESS	2,863,475	0	2,928,058	0	0
0014654	432080		QUALITY ENHANCEMENT GRANT	18,756	0	18,756	0	0
0015000	432002		EDUCATION COST SHARING GRANT	41,393,638	41,657,310	41,657,310	41,657,310	41,657,310
0015000	432016		HEALTH PUBLIC ACT 481	215,414	150,000	150,000	150,000	150,000
0017025	432026		YOUTH BUREAU	0	41,745	41,745	41,745	41,745
TOTAL			STATE GRANTS	\$46,631,574	\$43,386,425	\$46,390,514	\$43,363,920	\$43,363,920
SOURCE			OTHER FINANCING SOURCES					
0011018	461002		BUD. FUND BALANCE UNDES	\$0	\$1,000,000	\$2,171,373	\$1,000,000	\$0
TOTAL			OTHER FINANCING SOURCES	\$0	\$1,000,000	\$2,171,373	\$1,000,000	\$0
SOURCE			OPERATING TRANSFERS IN					
0011018	490100		TR-IN SRF	\$22,155	\$0	\$0	\$0	\$0
0011018	490101		TRANSFER IN EQUIP SINKING FUND	\$0	\$0	\$0	\$0	\$1,226,000
0011018	490106		TRANSFER IN SPECIAL GRANTS & DONATIONS	\$0	\$0	\$0	\$0	\$420,000
0011018	490118		TRANSFER IN SEWER	14,452	0	0	0	0
0011018	490180		TRANSFER IN MRSF	0	600,000	600,000	600,000	1,600,000
0013028	490700		TRANSFER TRUST	9,663	0	0	0	0
TOTAL			OTHER FINANCING SOURCES	\$46,270	\$600,000	\$600,000	\$600,000	\$3,246,000
TOTAL REVENUES GENERAL FUND				\$206,308,840	\$205,078,100	\$209,275,817	\$216,983,400	\$209,594,190

General Fund Expenditures

ORCODE	DEPARTMENT	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET	APPROVED \$ INCREASE/ (DECREASE)	APPROVED % INCREASE/ DECREASE
FUNCTION GENERAL GOVERNMENT							
0011010	CITY COUNCIL	\$61,299	\$61,065	\$61,065	\$61,065	\$0	0.00%
0011011	MAYOR'S OFFICE	214,566	214,655	214,655	216,500	1,845	0.86%
0011012	PROBATE COURT	40,186	39,900	45,045	43,405	3,505	8.78%
0011013	REGISTRARS OF VOTERS	222,159	285,135	286,310	286,310	1,175	0.41%
0011014	ASSESSOR'S OFFICE	459,054	492,530	505,155	503,155	10,625	2.16%
0011015	BOARD OF ASSESSMENT APPEALS	5,285	7,010	7,010	7,010	0	0.00%
0011016	TAX COLLECTOR	350,474	372,805	395,015	392,365	19,560	5.25%
0011017	PURCHASING	213,774	222,250	227,275	227,275	5,025	2.26%
0011018	COMPTROLLER'S OFFICE	802,609	823,960	829,880	835,260	11,300	1.37%
0011019	TREASURER	125,324	148,040	155,970	155,970	7,930	5.36%
0011020	INFORMATION TECHNOLOGY	1,150,168	1,123,935	1,351,465	1,423,295	299,360	26.63%
0011021	HUMAN RESOURCES	399,194	427,510	433,300	440,705	13,195	3.09%
0011022	CORPORATION COUNSEL	664,621	635,965	939,750	645,785	9,820	1.54%
0011023	TOWN AND CITY CLERK	461,386	483,795	487,690	492,670	8,875	1.83%
0011024	BOARD OF FINANCE	64,937	85,900	87,080	87,080	1,180	1.37%
0011026	HOUSING CODE BOARD OF APPEALS	457	460	460	460	0	0.00%
0011027	DEPARTMENT OF AGING	668,826	712,910	748,580	748,580	35,670	5.00%
0011030	CITY MEMBERSHIPS	75,916	79,880	77,280	77,280	(2,600)	(3.25%)
0011034	COMMUNITY PROMOTIONS	65,003	40,000	75,000	65,000	25,000	62.50%
0011041	BOARDS AND COMMISSIONS	5,936	6,050	6,350	6,350	300	4.96%
TOTAL	GENERAL GOVERNMENT	\$6,051,174	\$6,263,755	\$6,934,335	\$6,715,520	\$451,765	7.21%
FUNCTION PUBLIC SAFETY							
0012110	POLICE DEPARTMENT ADMINISTRATION	\$1,321,500	\$1,462,160	\$2,128,755	\$1,644,785	\$182,625	12.49%
0012111	POLICE MAINTENANCE	257,017	308,975	319,995	308,995	20	0.01%
0012112	POLICE PATROL & TRAFFIC	10,013,978	10,195,110	11,082,055	10,580,880	385,770	3.78%
0012113	POLICE CRIMINAL INVESTIGATIONS	2,542,640	2,706,460	2,851,915	2,836,915	130,455	4.82%
0012114	POLICE SPECIAL SERVICES	1,296,491	450,000	450,000	450,000	0	0.00%
0012115	POLICE COMMUNICATIONS	1,650,906	1,655,220	1,727,665	1,727,665	72,445	4.38%
	SUB-TOTAL POLICE DEPT.	\$17,082,532	\$16,777,925	\$18,560,385	\$17,549,240	\$771,315	4.60%
0012211	FIRE DEPARTMENT	\$8,691,294	\$9,143,245	\$9,570,355	\$9,250,635	\$107,390	1.17%
0012312	ANIMAL CONTROL	180,322	182,270	192,495	192,495	10,225	5.61%
0012413	EMERGENCY MANAGEMENT	19,695	27,000	30,000	30,000	3,000	11.11%
0012615	BUILDING INSPECTION	587,081	639,365	652,475	652,475	13,110	2.05%
TOTAL	PUBLIC SAFETY	\$26,560,924	\$26,769,805	\$29,005,710	\$27,674,845	\$905,040	3.38%
FUNCTION PUBLIC WORKS							
0013010	PW ADMINISTRATION	\$408,733	\$392,670	\$457,945	\$416,355	\$23,685	6.03%
0013011	PW ENGINEERING	767,818	895,420	974,050	911,650	16,230	1.81%
0013012	PW LAND USE	218,545	253,845	260,020	260,020	6,175	2.43%
0013013	PW BUILDING MAINTENANCE	1,133,170	1,159,935	1,169,125	1,169,125	9,190	0.79%
0013015	PW STREETS	1,925,466	2,122,005	2,281,785	2,204,800	82,795	3.90%
0013016	PW SOLID WASTE	1,012,204	1,181,385	1,217,580	1,216,380	34,995	2.96%
0013017	PW FLEET MAINTENANCE	1,786,903	1,951,715	1,939,220	1,918,820	(32,895)	(1.69%)
0013018	PW SNOW REMOVAL	795,734	1,075,500	1,092,500	1,092,500	17,000	1.58%
0013019	PW MAJOR ROAD IMPROVEMENTS	4,410,488	22,000	22,000	22,000	0	0.00%
0013020	PW RAILROAD MAINTENANCE	30,221	44,300	64,300	64,300	20,000	45.15%
0013021	PW OTHER CITY BUILDINGS	114,309	104,500	106,000	106,000	1,500	1.44%
0013025	PW PERM PATCH UTILITY	24,727	0	0	0	0	0.00%
0013026	PW FLEET	428,345	818,000	1,053,450	534,000	(284,000)	(34.72%)
0013027	PW LINE PAINTING	17,546	102,025	102,025	102,025	0	0.00%
0013028	STORM WATER MAINTENANCE	9,663	0	0	0	0	0.00%
0013040	PW STREET LIGHTING	190,599	228,000	205,000	205,000	(23,000)	(10.09%)
TOTAL	PUBLIC WORKS	\$13,274,471	\$10,351,300	\$10,945,000	\$10,222,975	(\$128,325)	(1.24%)

General Fund Expenditures - continued

ORGCODE	DEPARTMENT	2020 ACTUAL EXPENDITURE	2021 ORIGINAL BUDGET	2022 BUDGET REQUEST	2022 APPROVED BUDGET	APPROVED \$ INCREASE/ (DECREASE)	APPROVED % INCREASE/ DECREASE
FUNCTION HEALTH & SOCIAL SERVICES							
0014210	BRISTOL/BURLINGTON HEALTH	\$3,216,455	\$3,416,455	\$3,682,135	\$3,632,135	\$215,680	0.00%
0014500	OUTSIDE AGENCIES	102,892	72,780	116,240	88,595	15,815	21.73%
0014550	CEMETERY UPKEEP	79,019	79,020	79,020	79,020	0	0.00%
0014654	SCHOOL READINESS	2,929,910	25,000	25,000	25,000	0	0.00%
TOTAL	HEALTH & SOCIAL SERVICES	\$6,328,276	\$3,593,255	\$3,902,395	\$3,824,750	\$231,495	6.05%
FUNCTION LIBRARIES							
0016010	MAIN LIBRARY	\$1,847,643	\$1,976,290	\$2,017,975	\$1,964,555	(\$11,735)	(0.59%)
0016011	CHILDREN'S LIBRARY	49,095	59,000	59,000	59,000	0	0.00%
0016012	MANROSS LIBRARY	382,012	402,830	412,070	412,070	9,240	2.29%
0016014	LIBRARY TRUSTS	31,517	33,260	33,670	33,670	410	1.23%
TOTAL	LIBRARIES	\$2,310,267	\$2,471,380	\$2,522,715	\$2,469,295	(\$2,085)	(0.08%)
FUNCTION PARKS, RECREATION, YOUTH & COMMUNITY SERVICES							
0017021	PARKS ADMINISTRATION	\$405,716	\$406,930	\$534,885	\$536,445	129,515	31.83%
0017022	PARKS GROUNDS AND FACILITIES	1,284,063	1,519,095	1,758,490	1,548,490	29,395	1.94%
0017023	RECREATION	322,285	603,050	641,210	615,710	12,660	2.10%
0017024	AQUATICS	621,880	755,265	1,023,045	780,545	25,280	3.35%
0017025	YOUTH AND COMMUNITY SERVICES	402,685	473,465	472,405	452,405	(21,060)	0.00%
TOTAL	PARKS, RECREATION, YOUTH & COMMUNITY SERVICES	\$3,036,629	\$3,757,805	\$4,430,035	\$3,933,595	\$175,790	4.68%
FUNCTION MISCELLANEOUS & OTHER USES							
0018101	RETIREMENT BENEFITS	\$0	\$0	\$0	\$0	\$0	0.00%
0018102	EMPLOYEE BENEFITS	\$2,551,355	\$1,886,395	\$1,946,375	\$1,946,375	\$59,980	3.18%
0018105	INSURANCE	939,331	965,350	1,042,500	1,042,500	77,150	7.99%
0018106	ALL OTHER	380,657	1,446,330	1,495,950	1,390,950	(55,380)	(3.83%)
0018107	OTHER POST EMPLOYMENT BENEFITS	1,450,000	1,300,000	1,300,000	1,200,000	(100,000)	(7.69%)
0018108	OPERATING TRANSFERS OUT	50,375,699	27,000,725	29,509,385	27,347,385	346,660	1.28%
0018310	PUBLIC BUILDINGS	250,000	250,000	371,000	176,000	(74,000)	(29.60%)
TOTAL	MISCELLANEOUS & OTHER USES	\$55,947,042	\$32,848,800	\$35,665,210	\$33,103,210	\$254,410	0.77%
TOTAL	GENERAL CITY	\$113,508,783	\$86,056,100	\$93,405,400	\$87,944,190	\$1,888,090	2.15%
FUNCTION EDUCATION							
0015000	EDUCATION	\$97,837,863	\$119,022,000	\$123,578,000	\$121,650,000	\$2,628,000	2.21%
TOTAL	EDUCATION	\$97,837,863	\$119,022,000	\$123,578,000	\$121,650,000	\$2,628,000	2.21%
TOTAL	GENERAL FUND	\$211,346,646	\$205,078,100	\$216,983,400	\$209,594,190	\$4,516,090	2.20%

Glossary of Terms

- **ACCRUAL BASIS OF ACCOUNTING** - all flows of resources (and thus all changes in net assets) during the year are recorded regardless of whether they involve cash flowing in or out of the government.
- **ACTIVITY** - a summary level budget organization which has a specific purpose or intention and is comprised of one or more operational units identified in decision packages which have common goals or objectives established to attain the activity's stated purpose. Activities often correspond to formal organizational divisions within an agency or budget unit.
- **AMENDMENT** - a revision of the adopted budget that, when approved by the legislative body, replaces the original budget. Amendments to budgets occur frequently throughout the fiscal year as spending priorities shift.
- **ANNUAL BUDGET** - a budget applicable to a single fiscal year.
- **APPROPRIATION** - a legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and time it may be expended.
- **ARBITRAGE** - the reinvestment of the proceeds of tax-exempt securities in materially higher yielding taxable securities.
- **ASSESSED VALUE** - the valuation set upon the City's real property using 70% value as a base.
- **ASSETS** - resources owned or controlled by a government, as a result of a past transaction or other event, that have a recognizable monetary value.
- **ASSIGNED FUND BALANCE** – the portion of fund balance that reflects the City's intended use for a specific purpose.
- **AUTHORIZED POSITIONS** - employee positions, which are authorized in the adopted budget, to be filled during the year.
- **AUDIT** - a comprehensive review of the manner in which the City's resources were actually utilized. The main purpose of an audit is to issue an opinion on the fair presentation of the financial statements and to test the controls over the safekeeping of assets while making recommendations for improvement where necessary. The City's annual audit is conducted by independent auditors.
- **BALANCED BUDGET** - all of the City's estimated sources of revenues, including uses of fund balances, equal expenditure appropriations for the fiscal year.
- **BALANCE SHEET** - the financial statement disclosing the assets, liabilities and equity of an entity at a specified date in conformity with GAAP.
- **BASIS OF ACCOUNTING** - a term used to refer to when revenues, expenditures, expenses and transfers - and the related assets and liabilities are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing of the measurements made regardless of the nature of the measurement. Bristol uses the modified accrual basis.

- **BOARD OF EDUCATION** - the Board of Education is the elected body responsible for developing educational policy for the Bristol Public School system. It is a nine-member body whose members are elected every four years.
- **BOARD OF FINANCE** - the Board of Finance is the appointed body (9 members, including the Mayor) responsible for selecting the City's independent auditor, reviewing budgets from the Board of Education and City Departments, soliciting public comments on these budgets, and recommending a combined budget to the joint meeting of the City Council and Board of Finance, as well as reviewing appropriation transfers and additional appropriations.
- **BOND** - a written promise to pay a specified sum of money (called the face value or principal amount), at a specified date or dates in the future, i.e. maturity date(s), together with periodic interest at a specified rate. Sometimes, all or a substantial portion of the interest is included in the face value of the security.
- **BOND ANTICIPATION NOTE** - short-term interest bearing note issued by a government in anticipation of bonds to be issued at a later date. The notes are retired from proceeds of the bond issue to which they are related.
- **BUDGET** - a financial plan for a given fiscal year showing revenues and expenditures for different funds of the City.
- **BUDGET DOCUMENT** - the instrument prepared by the Comptroller's office of the City of Bristol to present a comprehensive financial program to the Board of Finance and City Council for consideration and adoption.
- **BUDGET YEAR** - the fiscal year of the City which begins on July 1 and ends on June 30.
- **CAPITAL ASSET** - land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, infrastructure and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.
- **CAPITAL BUDGET (CB)** - the Capital Budget is the first year of a ten-year Capital Improvement Program. It includes all equipment or facility improvements or modifications for both the City Government and Board of Education costing more than \$100,000 and having a life expectancy of more than five years.
- **CAPITAL EXPENDITURES** - Expenditures that result in the acquisition of or addition to capital assets
- **CAPITAL IMPROVEMENT PROGRAM (CIP)** - a plan for capital outlay to be incurred over ten years to meet capital needs arising from the long-term work program. It sets forth each contemplated project or outlay and specifies the resources or funding estimated to be available to finance them.
- **CAPITAL PROGRAM** - a plan for capital expenditures to be incurred each year over a fiscal period of years to meet capital needs arising from the long-term work program or other capital needs. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditures.
- **CAPITAL PROJECT** - a Capital Improvement Program project or equipment costing more than \$100,000 and having a life expectancy of more than five years.

- **CASH ACCOUNTING** - a basis of accounting under which transactions are recognized only when cash is received or disbursed.
- **COMMUNITY DEVELOPMENT BLOCK GRANT** - (CDBG) is an annual Federal grant received from the Department of Housing and Urban Development. It is primarily used for housing rehabilitation and other grant eligible activities.
- **CITY COUNCIL** - the City Council is the elected legislative body of the City of Bristol that is responsible for board and commission vacancies and legislative and contractual duties as outlined in the City Charter and State Law. The City Council is comprised of six members and the Mayor, elected at large on a partisan basis, every two years.
- **COMMITTED FUND BALANCE** - The portion of fund balance that represents resources whose use is constrained by limitations that the City imposes upon itself.
- **COMPTROLLER** - the Comptroller is appointed by the Mayor and confirmed by the City Council and is the Chief Financial Officer of the City. The Comptroller has such powers and duties as the City Charter, State Statutes, and the City Council may prescribe for the Chief Financial Officer of a municipality.
- **CONTINGENCY** - a budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for. When required, funding transfers to departmental function areas are approved by the Board of Finance and City Council.
- **DEBT** - an obligation resulting from the borrowing of money or from the purchase of goods and services.
- **DEBT LIMIT** - the maximum amount of outstanding gross or net debt legally permitted.
- **DEBT SERVICE** - the amount of money the City is required to expend for interest and principal payments on its outstanding bonded debt.
- **DEFERRED REVENUE** - Liabilities representing resources received by a government that do not yet qualify to be recorded as revenue.
- **DEPARTMENT** - an administrative agency of the City having management responsibility for an operation or a group of related services within a functional area.
- **DEPRECIATION** - expiration in the service life of fixed assets, other than wasting assets, attributable to wear and tear, deterioration, action by physical elements, inadequacy and obsolescence.
- **EMPLOYEE BENEFITS** - for the purpose of budgeting, this term refers to the City's cost of health insurance, pension contributions, social security contributions, life insurance premiums, workers' compensation and unemployment costs.
- **ENCUMBRANCES** - commitments related to unperformed contracts for goods or services. Used in budgeting, encumbrances are not GAAP expenditures or liabilities, but represent the estimated amount of expenditures to result when unperformed contracts in process are completed.
- **ENTERPRISE FUND (PROPRIETARY FUND)** - a fund established to account for operations financed and operated in a manner similar to private business enterprises. The City maintains one Enterprise Fund, the Bristol Water Department.

- **ENTITLEMENT** - the amount of payment to which a state or local government is entitled pursuant to an allocation formula contained in applicable statutes.
- **EXPENDITURE** - decreases in net financial resources. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service, capital outlays, intergovernmental grants, entitlements and shared revenues.
- **EXEMPTION** - a person or business that does not have to pay a certain liability due to meeting certain criteria as set forth by an authorized agent.
- **FISCAL YEAR** - a 12-month period to which the Operating Budget applies, at the end of which the City determines its financial position and its results of operations. The City's fiscal year runs from July 1 through June 30.
- **FIXED ASSETS/CAPITAL ASSETS** - long-lived tangible assets obtained or controlled as a result of past transactions, events or circumstances. Fixed Assets include buildings, equipment, and improvements other than buildings and land. In the private sector, these assets are referred to most often as property, plant and equipment.
- **FTE** - full time equivalent. In other words, the number of authorized personnel on a full-time basis working for a particular Department or Division (Activity) within the City.
- **FIDUCIARY FUNDS** - Funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs. This includes pension (and other employee benefits) trust funds, investment trust funds, and agency funds.
- **FUNCTION/DEPARTMENT/DIVISION OR ACTIVITIES** - *the City of Bristol's Operating Budget expenditures are divided into a hierarchy.*
 - A *Function* is a group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible. Expenditure functions relate to the principal purpose/service for which expenditures are made.
 - A *Department* is an organizational or budgetary breakdown within many City funds. Each department serves a specific function or functions within the given fund entity.
 - Departments can be further subdivided into *Divisions or Activities*, which are usually associated with working groups having a more limited set of work responsibilities.
- **FUND** - a fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.
- **FUND ACCOUNTING** - the core of governmental accounting is the fund, which is an accounting entity consisting of a set of self-balancing accounts. Individual funds are typically earmarked for particular purposes or activities.
- **FUND BALANCE** - the portion of fund equity available for appropriation.
- **FUND EQUITY** – the difference between a fund's assets and liabilities. An adequate fund balance is necessary for numerous reasons, such as to have funds available in case of an emergency or unexpected events, to maintain or enhance the City's financial position and related bond rating, to provide cash for operations prior to receipt of property tax revenues, and to maximize investment earnings.

- **FUNDING SOURCE** - identifies the source of revenue to fund both the operating and capital appropriations.
- **GENERAL FUND** - typically serves as the chief operating fund of a government. The general fund is used to account for all financial resources except those required to be accounted for in another fund.
- **GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)** - uniform minimum standards and guidelines for financial accounting and reporting. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).
- **GOALS** - statements of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.
- **GOVERNMENT ACCOUNTING STANDARDS BOARD (GASB)** - the authoritative accounting and financial reporting standard-setting body for governmental entities.
- **GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA)** - an association of public finance professionals founded in 1906 as the Municipal Finance Officers Association. The GFOA has played a major role in the development and promotion of GAAP for state and local government since its inception and has sponsored the Certificate of Achievement for Excellence Programs in budgeting and financial reporting since 1946.
- **GOVERNMENTAL FUNDS** - funds used to account for tax-supported activities. There are five different types of governmental funds; the general fund, special revenue funds, debt service funds, capital projects funds and permanent funds.
- **GRAND LIST** - the total assessed value of residential, industrial, commercial, personal property and motor vehicles. Pursuant to Connecticut statutes, values are assessed at seventy percent (70%) except motor vehicles, which are assessed at average trade-in. The applicable date is October 1 each year for the following fiscal year budget.
- **INFRASTRUCTURE** - assets that are immovable and of value only to the governmental unit such as drainage and sewer systems.
- **INTERGOVERNMENTAL REVENUE** - the funds received from another governmental entity, such as the Federal, State, and City governments.
- **LIABILITIES** - amounts a government owes.
- **LINE ITEM BUDGET** - a budget prepared along departmental lines that focuses on what is to be purchased.
- **LOCIP** - Local Capital Improvement Program. This program is provided by the State of Connecticut as a grant program. This program is used primarily for the Capital Budget and is a Special Revenue Fund of the City.
- **LONG-TERM DEBT** - includes long-term liabilities associated with governmental activities. Includes bonds, notes and capital lease obligations.
- **MINIMUM BUDGET REQUIREMENT (MBR)** - A State of Connecticut requirement that municipalities must allocate funding in a current year no less than what was allocated the previous year.

- **JOINT MEETING** – A Joint Meeting of the City of Bristol is comprised of the members of the Board of Finance, the City Council and the Mayor. Its responsibilities include budget approval, authorization of all additional expenditures to the budget, and approval of any appropriation transfers in excess of \$5,000.
- **MILL RATE** - rate used in calculating taxes based upon the value of property, expressed in mills per one-thousandth of property value.
- **MODIFIED ACCRUAL BASIS** - the accrual basis of accounting adapted to the governmental fund-type measurement focus. Under it, revenues and other financial resource increments (e.g. bond issue proceeds) are recognized when they become susceptible to accrual, which is when they become both “measurable” and “available” to finance expenditures of the current period. “Available” means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the fund liability is incurred except for (1) inventories of materials and supplies that may be considered expenditures either when purchased or when used, and (2) prepaid insurance and similar items that may be considered expenditures either when paid for or when consumed. All governmental funds, expendable trust funds, and agency funds are accounted for using the modified accrual basis of accounting.
- **NONSPENDABLE FUND BALANCE** – amount of Fund Balance that are inherently nonspendable, must be maintained intact (endowment fund principal) or other assets (prepaids or long term receivables).
- **OBJECT OF EXPENDITURE** - an expenditure classification, referring to the lowest and most detailed level of classification such as electricity, office supplies, asphalt, and furniture.
- **OBJECTIVES** - something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.
- **OBLIGATED AMOUNT** - represents the total expenditures plus encumbrances charged to each project in the Capital Program.
- **ORDINANCE** - a law set forth by a governmental entity, usually a municipal government.
- **OUTPUT INDICATOR** - a unit of work accomplished without reference to the resources required to do the work (e.g. number of permits issued, number of refuse collections made, or number of burglary arrests made). Output indicators do not reflect the effectiveness or efficiency of the work.
- **PAY-AS-YOU-GO BASIS** - a term used to describe a financial policy by which capital outlay is financed from current revenues rather than through borrowing.
- **PERFORMANCE MEASURES** - used for service efforts and accomplishments reporting.
- **POLICY** - a document that defines a course or method of action to make future decisions based on goals and acceptable procedures.
- **PROGRAM** - a group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.
- **PROGRAM BUDGET** - a budget which allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.
- **PROGRAM REVENUE (INCOME)** - program revenues earned including fees for services, license and permit fees and fines.

- **PROJECT** - the basic unit of the Capital Improvement Program. A project is a capital improvement, which generally will span a shorter period of time for completion.
- **RESOLUTION** - a special or temporary order of a legislative body. It is an order of a legislative body requiring less legal formality than an ordinance or statute.
- **REVALUATION** - to establish the present true and actual value of all real property in a town as of a specific assessment date.
- **REVENUE** - this term designates additions to assets, which do not increase any liability, do not represent the recovery of expenditures, and do not represent contributions of fund capital.
- **SCHOOL OPERATING BUDGET** - the budget includes account types that are received and spent by the Board of Education for the City School System. These account types include: Salaries, Contractual Services, Supplies & Materials, Capital Outlay and Miscellaneous/Other. These categories of expenditures are defined by the State of Connecticut Board of Education, and are uniform for all school systems within the State.
- **SPECIAL REVENUE FUNDS** – funds are used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purposes other than debt service or capital projects.
- **STATUTE** - a written law enacted by a duly organized and constituted legislative body.
- **TAX BASE** - the value of all taxable real property in the City as of October 1 each year as certified by the Assessor. The tax base represents net value after all abatements and exemptions. Property taxes, assessments, rates and uses are found in the Budgetary Summaries section of the Budget Document.
- **TRANSFERS IN/OUT** - amounts transferred from one fund to another to assist in financing the services for the recipient fund.
- **UNASSIGNED FUND BALANCE** –the portion of Fund Balance which is not assigned for any specific purpose or use.
- **UNCOLLECTIBLES** - these represent uncollectible taxes, which could be collectible in future years (with incumbent penalties assessed in accordance with state law), various tax abatement programs authorized by the state for eligible senior citizen, disabled, and handicapped individuals.

Acronym Listing

- **AAL** - Actuarially Accrued Liability
- **ADA** - Americans with Disabilities Act
- **ADC** - Actuarially Determined Contribution
- **ARC** - Annual Required Contributions
- **ARRA** - American Recovery and Reinvestment Act
- **BBHD** - Bristol Burlington Health District
- **BDDC** - Bristol Downtown Development Corporation
- **BCO** - Bristol Community Organization
- **BDA** - Bristol Development Authority
- **BOE** - Board of Education
- **BOF** - Board of Finance
- **BPCCC** - Bristol Preschool Child Care Center
- **CB** - Capital Budget
- **CCRPA** - Central Connecticut Regional Planning Agency
- **CDBG** - Community Development Block Grant
- **CIP** - Capital Improvement Program
- **CMHA** - Community Mental Health Affiliates
- **CNR** - Capital and Nonrecurring Fund
- **CEC** - Code Enforcement Committee
- **CYF** - Consumer, Youth and Family
- **DEEP** - Department of Energy and Environmental Protection
- **DMHAS** - Department of Mental Health and Addiction Services
- **DUI** - Driving Under the Influence
- **FT** - Full-time
- **FTE** - Full-time Equivalent
- **GAAP** - Generally Accepted Accounting Principles

Appendix

- **GASB** - Governmental Accounting Standards Board
- **GIS** - Geographic Information System
- **GF** - General Fund
- **GFOA** - Government Finance Officers Association
- **GO** - General Obligation Bonds
- **LEPC** - Local Emergency Planning Committee
- **LOCIP** - Local Capital Improvement Program
- **MBR** - Minimum Budget Requirement for Board of Education
- **MIS** - Management Information Systems
- **N/A** - Not Applicable
- **NAEYC** - National Association for the Education of Young Children
- **NCRMHB** - North Central Regional Mental Health Board
- **NTGL** - Net Taxable Grand List
- **OPEB** - Other Post Employment Benefits
- **PLCC** - Pink Lake Challenge Course
- **P&I** - Principal and Interest
- **PSA** - Public Service Announcements
- **PT** - Part-time
- **PVPB** - Present Value of all Projected Benefits
- **RFI** - Request for Information
- **RFP** - Request for Proposal
- **SAAC** - Substance Abuse Action Council
- **SSO** - Sanitary Sewer Overflow
- **VA** - Veterans' Administration
- **WPC** - Water Pollution Control

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