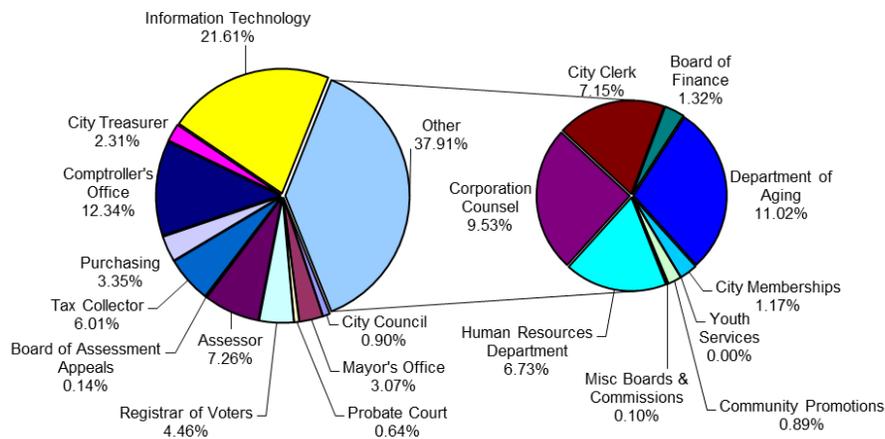


General Government

2022-2023 BUDGET GENERAL FUND EXPENDITURE SUMMARY FOR GENERAL GOVERNMENT

ORCODE	DESCRIPTION	2021 ACTUAL EXPENDITURE	2022 ORIGINAL BUDGET	2022 REVISED BUDGET	2023 BUDGET REQUEST	2023 APPROVED BUDGET
0011010	CITY COUNCIL	\$61,065	\$61,065	\$61,065	\$61,065	\$61,065
0011011	MAYOR'S OFFICE	206,610	216,500	216,500	208,020	208,020
0011012	PROBATE COURT	39,609	43,405	43,405	43,405	43,405
0011013	REGISTRARS OF VOTERS	301,418	286,310	286,310	307,210	302,210
0011014	ASSESSOR'S OFFICE	476,880	503,155	502,655	493,480	491,730
0011015	BOARD OF ASSESSMENT APPEALS	5,706	7,010	7,510	17,060	9,710
0011016	TAX COLLECTOR	355,119	392,365	392,365	407,380	407,380
0011017	PURCHASING	218,471	227,275	227,275	226,925	226,925
0011018	COMPTROLLER'S OFFICE	809,958	835,260	853,883	836,235	836,235
0011019	TREASURER	136,601	155,970	155,970	156,380	156,380
0011020	INFORMATION TECHNOLOGY	1,119,017	1,423,295	1,423,295	2,098,780	1,463,780
0011021	HUMAN RESOURCES DEPARTMENT	437,340	440,705	530,030	456,100	456,100
0011022	CORPORATION COUNSEL	570,332	645,785	999,285	735,870	645,870
0011023	TOWN AND CITY CLERK	450,789	492,670	492,670	484,510	484,510
0011024	BOARD OF FINANCE	86,474	87,080	87,080	89,200	89,200
0011026	HOUSING CODE BOARD OF APPEALS	1	460	460	0	0
0011027	DEPARTMENT OF AGING	705,495	748,580	805,855	746,880	746,880
0011030	CITY MEMBERSHIPS	58,020	77,280	77,280	79,375	79,375
0011034	COMMUNITY PROMOTIONS	23,708	65,000	81,000	60,000	60,000
0011041	BOARDS AND COMMISSIONS	5,962	6,350	6,350	6,550	6,550
TOTAL GENERAL GOVERNMENT		\$6,068,574	\$6,715,520	\$7,250,243	\$7,514,425	\$6,775,325

2022-2023 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 2022 Goals and Accomplishments:

- Assured fiscal stability by adopting, with the Board of Finance, a balanced budget for the fiscal year 2023 on May 16, 2022.

Fiscal Year 2023 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

	2021 Actual	2022 Estimated	2023 Budget
Salary Expenditures	\$61,065	\$61,065	\$61,065

Budget Highlights

0011010 CITY COUNCIL

OBJECT	PROJECT	DESCRIPTION	2021 ACTUAL EXPENDITURE	2022 ORIGINAL BUDGET	2022 REVISED BUDGET	2023 BUDGET REQUEST	2023 APPROVED BUDGET
SALARIES							
515200		PART TIME WAGES	\$61,065	\$61,065	\$61,065	\$61,065	\$61,065
TOTAL SALARIES			\$61,065	\$61,065	\$61,065	\$61,065	\$61,065
TOTAL CITY COUNCIL			\$61,065	\$61,065	\$61,065	\$61,065	\$61,065

City Council Members

Sebastian Panioto
 Jolene Lusitani
 Jacqueline Olsen
 Susan Tyler
 Andrew Howe
 Cheryl Thibeault

District

District 1
 District 1
 District 2
 District 2
 District 3
 District 3

Party Affiliation

Republican
 Republican
 Republican
 Republican
 Republican
 Republican

City Council Members

 <p>SEBASTIAN PANIOTO</p>	 <p>JOLENE LUSITANI</p>	 <p>JACQUELINE OLSEN</p>
<p>Sebastian Panioto SebastianPanioto@bristolct.gov District 1</p>	<p>Jolene Lusitani JoleneLusitani@bristolct.gov District 1</p>	<p>Jaqueline Olsen JaquelineOlsen@bristolct.gov District 2</p>
 <p>SUSAN TYLER</p>	 <p>ANDREW HOWE</p>	 <p>CHERYL THIBEAULT</p>
<p>Susan Tyler SusanTyler@bristolct.gov District 2</p>	<p>Andrew Howe AndrewHowe@bristolct.gov District 3</p>	<p>Cheryl Thibeault CherylThibeault@bristolct.gov District 3</p>

Mayor



Jeffrey Caggiano, 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 Chair of the Joint Meeting of the Board of Finance, the City Council, the Economic and Community Development, Fire, Park, Police and Public Works Commissions. Elections for this office are held every two years.

Fiscal Year 2022 Goals and Accomplishments:

- With a new administration 2022 goals are very minor in nature.
- The Mayor's office should come under budget mainly due to salary reductions.

Fiscal Year 2023 Goals:

- Employ a zero-based budget and build the budget beyond salary, encouraging simplification of line items, which can lead to buffers.

Long Term Goals:

- Continue to maximize communication and social media of the budget to promote community awareness.
- Consider reducing general sponsorships to nonprofits, as the City supports them in other areas (ARPA 2024-2026)
- Use promotional dollars to advocate for citizen involvement on boards/commissions and to engage on local issues.

Expenditure and Position Summary:

	2021 Actual	2022 Estimated	2023 Budget
Salary Expenditures	\$188,241	\$194,200	\$186,120
Full Time Positions	2	2	2

Organizational Chart



Budget Highlights

0011011 MAYOR'S OFFICE

OBJECT	PROJECT	DESCRIPTION	2021 ACTUAL EXPENDITURE	2022 ORIGINAL BUDGET	2022 REVISED BUDGET	2023 BUDGET REQUEST	2023 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$179,557	\$181,400	\$181,400	\$173,320	\$173,320
515100		OVERTIME	851	0	0	0	0
515200		PART TIME	0	5,000	5,000	5,000	5,000
517000		OTHER WAGES	7,833	7,800	7,800	7,800	7,800
TOTAL SALARIES			\$188,241	\$194,200	\$194,200	\$186,120	\$186,120
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$5,500	\$6,000	\$6,000	\$6,000	\$6,000
553000		TELEPHONE	0	50	50	0	0
553100		POSTAGE	357	400	400	400	400
555000		PRINTING AND BINDING	3,936	6,000	6,000	5,000	5,000
581120		CONFERENCES AND MEMBERSHIPS	817	2,000	2,000	2,000	2,000
583100		CITY PROMOTIONAL ACTIVITIES	6,695	5,000	5,000	8,000	8,000
589100		MISCELLANEOUS	605	1,500	1,500	0	0
TOTAL CONTRACTUAL SERVICES			\$17,911	\$20,950	\$20,950	\$21,400	\$21,400
SUPPLIES AND MATERIALS							
561800	COVID	COVID PROGRAM SUPPLIES	\$40	\$0	\$0	\$0	\$0
569000		OFFICE SUPPLIES	419	1,350	1,350	500	500
TOTAL SUPPLIES AND MATERIALS			\$459	\$1,350	\$1,350	\$500	\$500
TOTAL MAYOR'S OFFICE			\$206,610	\$216,500	\$216,500	\$208,020	\$208,020

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 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 2022 Goals and Accomplishments:

- As the COVID pandemic lingers, the Probate Court Judge and Staff remain dedicated to serving the probate needs of our Bristol and Plymouth citizens. The Court never closed and is fully open. For individuals who are unable to attend Court in person such as nursing home residents, we offer the option to attend hearings by telephone conference through WebEx.

General Government

- The focus on technological advances has really been promoted. The availability of forms on the probate website (www.ctprobate.gov) has almost eliminated the need for citizens to come to the Court for probate forms to initiate and complete the probate process.
- Unanticipated in the current budget year was an immediate need to increase performance of our computer system. With the collaboration of the City of Bristol IT Department staff, the City Comptroller's Office Staff and the Purchasing Staff, along with the State IT's Department this project will soon be completed with the Court receiving upgraded computers from the State which will result in an increase in the Court's productivity and better service to our residents.
- Completed an outreach program for the parents of Bristol Central High School students. This involved a collaboration of the Court staff and the special education teachers at Central along with representatives of various state agencies including the Department of Developmental Services. The goal was to provide much needed information to those parents whose students will reach the age of majority and may be eligible for state services. Court services available to the students are Guardianships for Persons with Intellectual Disability, Voluntary or Involuntary Conservatorships. Information on all three processes was provided to help high school families and their children. The awareness of resources, education and planning are keys for the parents. The goal is to engage in more of these projects.

Fiscal Year 2023 Goals:

- Engage in more outreach in an effort to simplify the probate process. Judge Hamzy and staff are enthusiastic to explore and implement methods to educate our citizens on the probate process.

Long Term Goals:

- Continue to encourage the use of e-filing technology and online resources.
- Work with Farmington Regional Probate Court to reduce the overall cost of off-site storage.
- Continue to provide outstanding service to Bristol and Plymouth citizens.

Performance Measures

Type of Matter	2016	2017	2018	2019	2020	2021
Intestate	72	60	86	73	73	79
Testate	174	200	164	165	143	165
Small Estate Affidavit Applications	208	210	230	212	195	264
Trust Acct. Requiring Hearings	50	78	68	44	76	77
Termination of Parental Rights	26	14	38	28	23	20
Emancipation of Minors	1	1	0	1	0	0
Appointment of Guardians of Estates	16	14	12	13	25	11
Other Guardianship Applications	174	120	200	158	89	80
Change of Name	72	90	78	70	52	76
Appointment of Conservators (previously unmeasured)	0	0	0	0	0	156
Other Children's Matters (previously unmeasured)	0	0	0	0	0	129

Expenditure and Position Summary

	2021 Actual	2022 Estimated	2023 Budget
Salary Expenditures	<i>Salaries for this department are paid by the State of Connecticut</i>		

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 2022 Goals and Accomplishments:

- Completed a canvass of 3,573 voters to determine current voting residence via National Change of Address (NCOA) and Electronic Registration Information Center (ERIC).
- Processed 12,668 voter registration additions, removals, address, name or party affiliation changes through December 31, 2021.
- Improved poll worker classes by training in a simulated polling location at the library.
- Utilized our Safe Polls Plan for the Municipal Election in November 2021.
- Operated the satellite absentee office at 131 North Main due to the continued increase of mail-in ballots.
- The Election Day Registration program was operated during the 2021 Municipal Election, garnering 49 new registrations.
- Adhered to the continued legislative changes and Secretary of the State (SOTS) directives regarding the 2021 Elections.
- Manually entered the names of individuals who voted in 2021 (13,309 voters) into the CT Electronic Voter Registration System (CVRS).
- Held an audit for the two polling locations randomly chosen by the Secretary of the State (SOTS).

Fiscal Year 2022-2023 Goals:

- Coordinate with a high school to hold a “municipal election” in the fall of 2023 and have winners shadow department heads and elected officials.
- Complete the state mandated redistricting process, which consists of new maps, changes to district/precincts, update of electronic voter registration system and voter notification.
- Continue to work with the Board of Education to ensure safe security protocols while conducting elections on school grounds.
- Inform the voters via mail, newspaper and website notice of polling location changes due to the state mandated redistricting plan.
- Increase the training and support at the polls to aid voters during the redistricting transition.
- Prepare for a Gubernatorial Primary in August 2022.
- Prepare for a Gubernatorial Election in November 2022.
- Hold an annual High School Registration drive before the end of the school year.

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 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		4556	1488
77-02 Northeast School		4359	1633
77-03 Mountain View School		4291	1345
77-04 Bristol Eastern High School		3794	1576
78-01 Chippens Hill Middle School		4088	1312
78-02 West Bristol School		4699	1268
79-01 South Side School		2432	811
79-02 B.P.O. Elks Lodge #1010		4266	956
79-03 Greene-Hills School		5184	1535
Absentee Voters	1336		
Election Day Registration – City Hall	49		
Totals	1,385	37,699	11,924

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
2021 Municipal	35%	37,699	13,309
*Includes Absentee and EDR Voters			

Monthly Voter Registration Summary

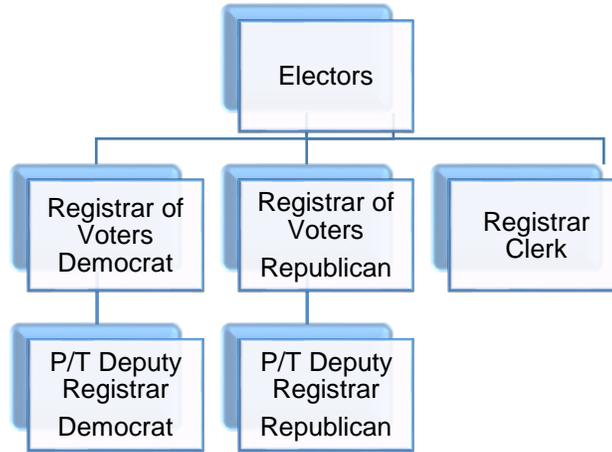
Day to day undertakings in the Registrar’s Office include registering new residents, and changing addresses, names or party affiliation. Additionally, the Registrar’s Office will remove electors who are deceased or have moved out of town or state and purge electors who have been inactive for four or more years per state statute §9-35. The chart below indicates the number of additions, changes and removals completed from July 1, 2021 to June 30, 2022.

	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Total
Additions	228	225	232	240	260	183	155	164	271	200	321	232	2711
Changes	110	120	125	177	224	87	655	121	1630	139	910	196	4494
Removals	1039	320	302	1196	283	242	877	407	610	1391	365	216	7248
Total	1377	665	659	1613	768	512	1687	692	2511	1730	1596	644	14453

Expenditure and Position Summary

	2021 Actual	2022 Estimated	2023 Budget
Salary Expenditures	\$237,129	\$227,560	\$236,560
Full Time Positions	3	3	3

Organizational Chart



Budget Highlights

0011013 REGISTRARS OF VOTERS

OBJECT	PROJECT	DESCRIPTION	2021 ACTUAL EXPENDITURE	2022 ORIGINAL BUDGET	2022 REVISED BUDGET	2023 BUDGET REQUEST	2023 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$154,084	\$155,260	\$155,260	\$155,260	\$155,260
515100		OVERTIME	8,800	6,300	6,300	6,300	6,300
515100	COVID	OVERTIME	2,298	0	0	0	0
515200		PART TIME	65,986	66,000	66,000	75,000	75,000
515200	COVID	PART TIME	5,961	0	0	0	0
TOTAL SALARIES			\$237,129	\$227,560	\$227,560	\$236,560	\$236,560
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$0	\$4,800	\$4,800	\$4,800	\$4,800
531140		TRAINING	360	1,800	1,800	800	800
544400		RENTS AND LEASES	0	500	500	500	500
553000		TELEPHONE	0	400	400	50	50
553100		POSTAGE	7,554	8,000	8,000	9,500	9,500
554000		TRAVEL REIMBURSEMENT	253	750	750	500	500
555000		PRINTING AND BINDING	696	20,000	20,000	30,000	25,000
581120		CONFERENCES AND MEMBERSHIPS	360	1,500	1,500	1,500	1,500
TOTAL CONTRACTUAL SERVICES			\$9,224	\$37,750	\$37,750	\$47,650	\$42,650
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES AND MATERIALS	\$14,095	\$18,000	\$18,000	\$20,000	\$20,000
561800		PROGRAM SUPPLIES	828	1,000	1,000	1,000	1,000
561800	COVID	COVID PROGRAM SUPPLIES	38,250	0	0	0	0
569000		OFFICE SUPPLIES	1,892	2,000	2,000	2,000	2,000
TOTAL SUPPLIES AND MATERIALS			\$55,065	\$21,000	\$21,000	\$23,000	\$23,000
TOTAL REGISTRARS OF VOTERS			\$301,418	\$286,310	\$286,310	\$307,210	\$302,210

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 2019, 2020 and 2021.

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 and direct addition to the motor vehicle grand list on a per case basis. Vehicle values trended higher for the 2021 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 2021 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 2021 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 2022 Goals and Accomplishments:

- Converted GIS programming to NearMap software. Updated flyover imagery flown March 2022 (with future flyovers scheduled spring and fall annually) and shared with the Public Works department for integration within Vision CAMA and City engineering ESRI software.
- Implement 2022 static database through “Vision 8” software for hybrid staff in-house revaluation and Municipal Valuation Services consultant analysis.
- Processed 530 accounts in 2022 for an unfunded mandate of \$322,835. Assessment staff will process a similar revenue loss projected to be an unfunded mandate in the 2023 – 2024 fiscal cycle.
- Ordinance Committee implemented a municipal option for an additional Senior Tax relief program. Processed 522 applications for the local Senior Tax Relief Program which provides for a \$125 benefit realizing a revenue loss total of \$71,550.
- Assessment staff attrition is complete as of July 1st 2022. Deputy Assessor and Sale Ratio Analyst positions are filled through internal promotions.
- Began the 2022 revaluation analysis in February 2022 just after the 2021 grand list was complete. All revaluation processing and updates are occurring on time.

Fiscal Year 2023 Goals:

- Continue to work with Data Cloud Solutions integrating 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.

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	FY2021 10/1/19	FY2022 10/1/20	FY2023 10/1/2021
Gross Taxable Assessed Value	\$4,288,754,003	\$4,364,588,167	\$4,505,989,866
Estimated Actual Value	\$6,126,791,432	\$6,235,125,952	\$6,437,128,380

Grand List Totals – October 1, 2021

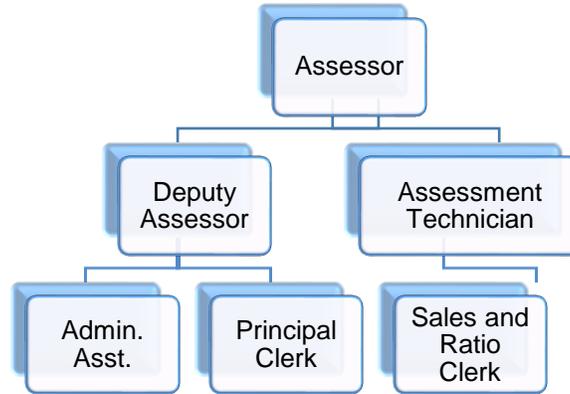
	Gross Assessment	Exemptions	Net Assessment
Real Estate	\$3,333,620,247	\$41,184,758	\$3,292,435,489
Personal Property	\$634,239,210	\$217,593,847	\$416,645,363
Motor Vehicle	\$538,130,409	\$6,385,773	\$531,744,636
Totals	\$4,505,989,866	\$265,164,378	\$4,240,825,488

2021 Grand List Statistical Data –	Count
Building Permits and Value Inspections Serviced 7/1/2021 – 6/30/2022	1,054
Certificates of Occupancy Issued (New Construction) 7/1/2021 – 6/30/2022	444
Elderly Applications Taken 2/1/2022 – 5/15/2022	530
Renters Applications Taken 4/1/2022 through 6/30/2022 ends 10/1/2022	219
Real Estate Transfers 10/1/2021 through 5/31/2022	924
Veterans, Blind and Disabled Applications	3,197

Expenditure and Position Summary

	2021 Actual	2022 Estimated	2023 Budget
Salary Expenditures	\$442,369	\$462,930	\$444,530
Full Time Positions	6	6	6

Organizational Chart



Budget Highlights

0011014 ASSESSOR'S OFFICE

OBJECT	PROJECT	DESCRIPTION	2021 ACTUAL EXPENDITURE	2022 ORIGINAL BUDGET	2022 REVISED BUDGET	2023 BUDGET REQUEST	2023 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$436,204	\$455,515	\$397,815	\$436,270	\$436,270
515100		OVERTIME	196	3,000	1,500	4,750	3,000
515200		PART TIME	1,668	0	57,700	0	0
517000		OTHER WAGES	4,301	4,415	4,415	5,260	5,260
TOTAL SALARIES			\$442,369	\$462,930	\$461,430	\$446,280	\$444,530
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$19,284	\$20,000	\$16,700	\$20,000	\$20,000
553000		TELEPHONE	1	150	150	0	0
553100		POSTAGE	4,027	3,500	3,500	5,000	5,000
554000		TRAVEL REIMBURSEMENT	1,393	3,700	3,700	4,000	4,000
555000		PRINTING AND BINDING	2,649	3,500	3,500	4,000	4,000
557700		ADVERTISING	195	175	675	300	300
581100		DUES AND FEES	2,191	2,300	2,300	3,000	3,000
581120		CONFERENCES AND MEMBERSHIPS	750	1,800	1,800	2,250	2,250
581135		SCHOOLING AND EDUCATION	1,775	2,800	2,800	3,250	3,250
TOTAL CONTRACTUAL SERVICES			\$32,265	\$37,925	\$35,125	\$41,800	\$41,800
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$1,489	\$1,600	\$4,600	\$4,500	\$4,500
561800	COVID	COVID PROGRAM SUPPLIES	152.45	0.00	0.00	0.00	0.00
569000		OFFICE SUPPLIES	604.37	700.00	1,500.00	900.00	900.00
TOTAL SUPPLIES AND MATERIALS			\$2,246	\$2,300	\$6,100	\$5,400	\$5,400
TOTAL ASSESSOR'S OFFICE			\$476,880	\$503,155	\$502,655	\$493,480	\$491,730

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.

March 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 supplemental assessments and Real Estate as of the October 1st revaluation year.

Fiscal Year 2022 Goals and Accomplishments:

- The Board met in March 2022 to hear appeals on the October 1, 2021 grand list and will meet in September 2022 to hear Motor Vehicle appeals on the October 1, 2021 Grand List.

Fiscal Year 2023 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
2019	24	Real Estate	9	15
	6	Motor Vehicle	6	0
	7	Personal Property	6	1
2020	25	Real Estate	13	12
	9	Motor Vehicle	9	0
	7	Personal Property	5	2
2021	9	Real Estate	3	6
	2	Motor Vehicle–2020GL Sup.	0	2
	6	Personal Property	2	6

Board of Assessment Appeals Members

Mary Alford, Chairperson
 Shirley Salvatore
 Erick Rosengren

Term Expiration

11/2023
 11/2023
 11/2023

Budget Highlights

0011015 BOARD OF ASSESSMENT APPEALS

OBJECT	PROJECT	DESCRIPTION	2021 ACTUAL EXPENDITURE	2022 ORIGINAL BUDGET	2022 REVISED BUDGET	2023 BUDGET REQUEST	2023 APPROVED BUDGET
SALARIES							
515100		OVERTIME	\$1,050	\$2,100	\$2,100	\$10,600	\$4,000
515200		PART TIME	3,957	3,960	3,960	3,960	3,960
TOTAL SALARIES			\$5,007	\$6,060	\$6,060	\$14,560	\$7,960
CONTRACTUAL SERVICES							
553100		POSTAGE	\$50	\$250	\$250	\$1,000	\$500
557700		ADVERTISING	155	200	700	500	500
TOTAL CONTRACTUAL SERVICES			\$205	\$450	\$950	\$1,500	\$1,000
SUPPLIES AND MATERIALS							
569000		OFFICE SUPPLIES	\$495	\$500	\$500	\$1,000	\$750
TOTAL SUPPLIES AND MATERIALS			\$495	\$500	\$500	\$1,000	\$750
TOTAL BOARD OF ASSESSMENT APPEALS			\$5,706	\$7,010	\$7,510	\$17,060	\$9,710

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 2022 Goals and Accomplishments:

- Continued to notify the public regarding due dates and important tax information via email and/or text sign up for important tax information, with direct links to the Tax Collector webpage.
- Continued to practice public awareness regarding taxes, motor vehicle clearances and registrations.
- Continued to update and modernize Tax Collector home webpage for greater functionality.
- Exceeded budgeted tax collections.
- Working with the Treasurer's Office to streamline credit card vendors for the City and moving online payment services to Invoice Cloud. Invoice Cloud will allow taxpayers to register their email and cell phone number to receive reminders of due dates, set up auto payments, and is more user-friendly.
- Successfully modified the Suspense process with the Comptroller's Office and the Auditor's to allow for smoother balancing.
- Implemented monthly refund process efficiencies due to a new Administrative Assistant.
- Successfully trained all staff in all procedures, processes, and job duties for maximum efficiency.

Fiscal Year 2023 Goals:

- To continuously improve departmental processes and procedures in accordance with State Statutes and City Ordinances.
- To maximize efficiency in the office.
- To exceed budgeted tax collections.
- Continue working closely 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 us with collaboration between departments.

Long Term Goals:

- To coordinate with billing software vendor, credit card vendor and MIS 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 2018 Est. (in thousands)	Grand List 2019 Est. (in thousands)	Grand List 2020 Est. (in thousands)
Tax Levy	\$151,567	\$154,662	\$156,700
Amount Collected	\$149,429	\$152,440	\$156,084
Percentage Collected	99%	99%	99%

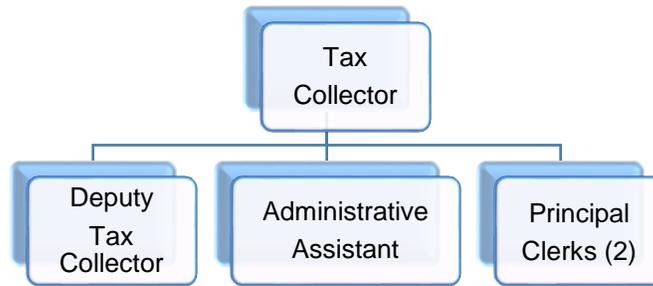
Online Credit Card Transaction by Month for the 2021 Calendar Year				
Month	Amount Collected		Month	Amount Collected
January	\$2,302,084.74		July	\$4,384,045.76
February	\$971,598.81		August	\$2,074,406.84
March	\$899,060.22		September	\$850,658.51
April	\$719,569.06		October	\$480,171.37
May	\$220,970.10		November	\$272,364.16
June	\$210,959.36		December	\$496,149.04

Type of Tax Bill	Number of Accounts
Real Estate	21,219
Personal Property	2,287
Motor Vehicle	50,765
Motor Vehicle Supplement	11,312
Total Bills	86,283

Expenditure and Position Summary

	2021 Actual	2022 Estimated	2023 Budget
Salary Expenditures	\$300,986	\$321,610	\$331,815
Full Time Positions	5.5	5	5

Organizational Chart



Budget Highlights

0011016 TAX COLLECTOR

OBJECT	PROJECT	DESCRIPTION	2021 ACTUAL EXPENDITURE	2022 ORIGINAL BUDGET	2022 REVISED BUDGET	2023 BUDGET REQUEST	2023 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$300,986	\$321,455	\$321,455	\$331,815	\$331,815
515100		OVERTIME	0	105	105	0	0
517000		OTHER WAGES	0	50	50	0	0
TOTAL SALARIES			\$300,986	\$321,610	\$321,610	\$331,815	\$331,815
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$570	\$1,150	\$1,150	\$1,200	\$1,200
543000		REPAIRS AND MAINTENANCE	165	165	165	165	165
544400		RENTALS	388	390	390	390	390
553000		TELEPHONE	1	125	125	0	0
553100		POSTAGE	30,963	36,000	36,000	39,000	39,000
554000		TRAVEL REIMBURSEMENT	84	300	300	400	400
555000		PRINTING AND BINDING	18,063	27,200	27,200	28,600	28,600
557700		ADVERTISING	595	600	600	600	600
581120		CONFERENCES AND MEMBERSHIPS	255	495	495	510	510
581135		SCHOOLING AND EDUCATION	320	1,540	1,540	1,850	1,850
581150		ANNUAL BOND	1,997	2,060	2,060	2,060	2,060
TOTAL CONTRACTUAL SERVICES			\$53,402	\$70,025	\$70,025	\$74,775	\$74,775
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$426	\$430	\$430	\$480	\$480
569000		OFFICE SUPPLIES	305	300	300	310	310
TOTAL SUPPLIES AND MATERIALS			\$730	\$730	\$730	\$790	\$790
TOTAL TAX COLLECTOR			\$355,119	\$392,365	\$392,365	\$407,380	\$407,380

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 2022 Goals and Accomplishments:

- The City is planning to replace bridge structures at Jerome Avenue, Mellen Street and East Street, perform complete reconstruction of Wolcott Street, and replace the Water Department SCADA radio communications system. The Purchasing Department has finalized engineering design contracts for completion of these projects and is working with the appropriate departments to bid for their construction.
- The Board of Education restructured both its regular and special education transportation contracts; new special education contracts are completed and the primary transportation contract is being finalized.
- Renovations to City Hall facility are expected to commence during FY2022; in addition to securing professional services necessary to prepare construction documents, the Purchasing Department has finalized contracts for the relocation of staff operations to swing spaces.
- Deployed the ability to have departments handle p-card processing via available Munis work flow tools, providing for greater efficiency within the Purchasing and other departments, without compromising controls necessary for a successful p-card program.
- Continued to provide assistance with completion of renovations and improvements at the Memorial Boulevard IntraDistrict Arts Magnet School, with expected completion in late spring 2022.

Fiscal Year 2023 Major Service Level Goals:

- Anticipate providing resources toward the renovation of City Hall and the associated relocation of operations during construction.
- The Board of Education is seeking to construct a new Northeast Middle School. The Purchasing Department is working to complete a contract for design services leading to their state funding application; it is expected that upon approval of funding, the Purchasing Department will work to develop professional services and subsequent construction documents for this project.
- The City is preparing to construct a new parking garage. The Purchasing Department is currently finalizing a contract for engineering services, and during the next fiscal year will coordinate efforts to successfully secure construction contracts for completion of this project.
- Continue to expand the use of P-Cards throughout Departments

General Government

- The infusion of funding via the American Rescue Plan Act (ARPA) will introduce projects and programs that are undetermined at this time, but expected to require resources during the coming year.

Long Term Goals

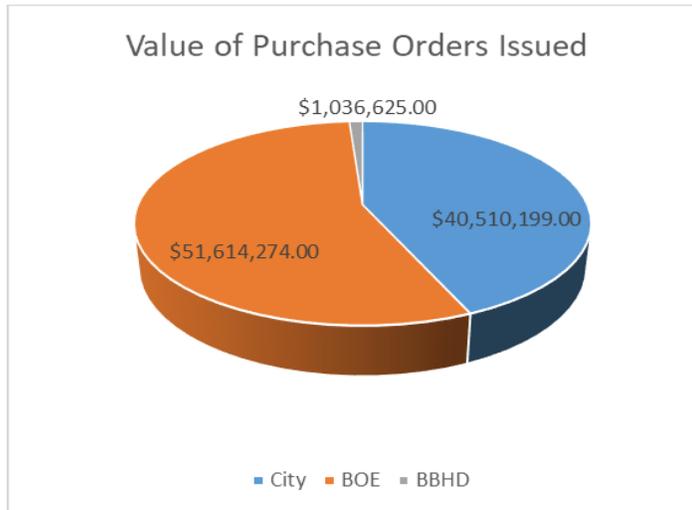
- Tyler Content Manager was deployed, with most of its use made within the Munis environment. The enterprise system has many capabilities that exceed current use; the Purchasing Department expects to be a key part in extension of its use into multi-disciplinary documents such as certificates of insurance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

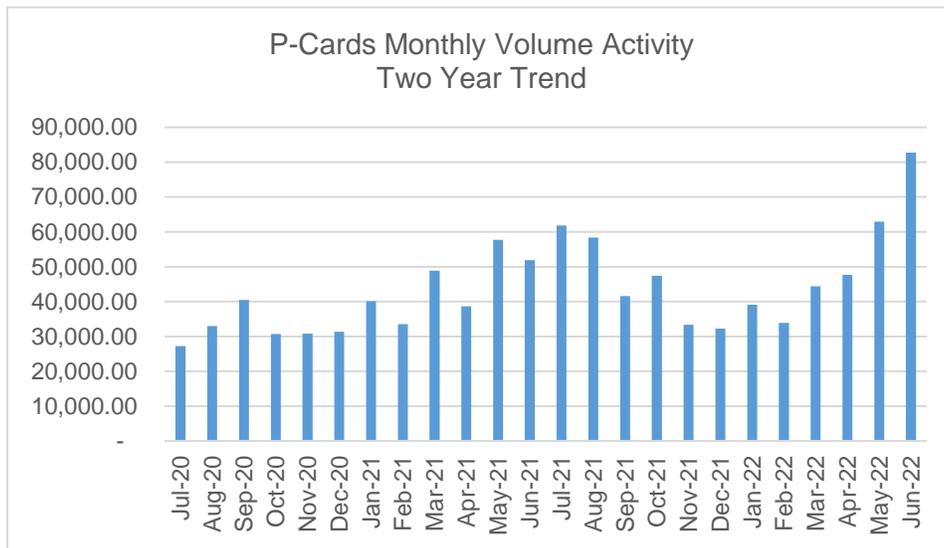
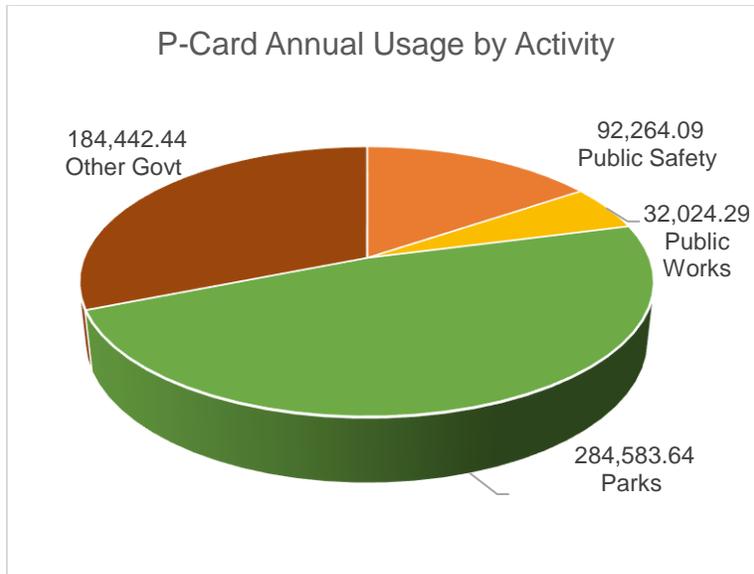
Expenditure and Position Summary

	2021 Actual	2022 Estimated	2023 Budget
Salary Expenditures	\$211,243	\$218,470	\$218,470
Full Time Positions	3	3	3

Performance Measures

	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022
Total # of sealed bids issued:	128	125	128
Total # of Request for Proposals:	16	23	46
Total # of purchase orders issued:	6,116	5,167	5,559
Total value of purchase orders issued:	\$85,924,870	89,649,332	93,161,098





Organizational Chart



Budget Highlights

0011017 PURCHASING

OBJECT	PROJECT	DESCRIPTION	2021 ACTUAL EXPENDITURE	2022 ORIGINAL BUDGET	2022 REVISED BUDGET	2023 BUDGET REQUEST	2023 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$211,243	\$218,470	\$218,470	\$218,470	\$218,470
TOTAL SALARIES			\$211,243	\$218,470	\$218,470	\$218,470	\$218,470
CONTRACTUAL SERVICES							
531140		TRAINING	\$249	\$400	\$400	\$400	\$400
543000		REPAIRS AND MAINTENANCE	0	100	100	150	150
553000		TELEPHONE	6	80	80	0	0
553100		POSTAGE	550	850	850	800	800
554000		TRAVEL REIMBURSEMENT	0	100	100	100	100
555000		PRINTING AND BINDING	750	900	900	100	100
557700		ADVERTISING	4,326	5,000	5,000	5,500	5,500
581120		CONFERENCES AND MEMBERSHIPS	925	950	950	980	980
581150		MISCELLANEOUS BOND EXPENSE	75	75	75	75	75
TOTAL CONTRACTUAL SERVICES			\$6,881	\$8,455	\$8,455	\$8,105	\$8,105
SUPPLIES AND MATERIALS							
569000		OFFICE SUPPLIES	\$347	\$350	\$350	\$350	\$350
TOTAL SUPPLIES AND MATERIALS			\$347	\$350	\$350	\$350	\$350
TOTAL PURCHASING			\$218,471	\$227,275	\$227,275	\$226,925	\$226,925

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 2022 Goals and Accomplishments:

- Completed allocation and extensive reporting of CARES and FEMA funds received for COVID 19.
- Collaborated with American Rescue Plan Act task force to hire a consultant to assist with management and reporting of the approximate \$28 million in federal funding the City will receive and allocate by December 31, 2024.
- Continued implementation of the UKG time clock and scheduling software (formerly Kronos) with Police Department staff and Information Technology.
- Upgraded UKG software for all City departments to new platform necessary to interface with Police Telestaff scheduling software as well as accommodate intricacies of managing police hours, accruals and pay codes.
- Continued to receive the following Governmental Finance Officers' Association awards:
 - Certificate of Achievement for Excellence in Financial Reporting (ACFR)
 - Distinguished Budget Award
- Reviewed and updated key financial policies during budget process.

General Government

- Completed consolidation of multiple deferred compensation plans to one provider through an RFP process. Annual savings to employees for recordkeeping services is approximately \$200K and for investment menu option changes an additional \$200K.
- Completed RFP process for Retirement Fund Investment Advisor with new contract with incumbent advisor. Overall savings to the Retirement fund between \$600K-\$800K.
- Issued \$25 million in bonds to finance various capital projects currently in progress.

Fiscal Year 2023 Goals:

- Evaluate e-payment options with vendors.
- Implement digital budget and transparency software.
- Review budget process for enhancements and efficiencies.
- Maintain GFOA awards for excellence in financial reporting and budgeting.
- 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.
- Implement Debt/Lease tracking software to comply with Government Accounting Standards.

Long Term Goals:

- Continue to work with 10 year CIP and Strategic Planning Committee to develop a strategic plan, and long term capital improvement plan aligned with the City's long term vision and strategic planning objectives.
- Continue to provide financial analysis and long term financing projections to determine feasibility of projects on the City's finances.
- Integrate capital budgeting software with digital budget and transparency software.
- Continue to streamline financial procedures to achieve efficiencies.

Performance Measures

Quantitative:

Category	2019-2020	2020-2021	2021-2022
# of Invoices Paid	33,494	31,748	33,860
# of Payroll Checks and Direct Deposits	64,388	65,656	63,110

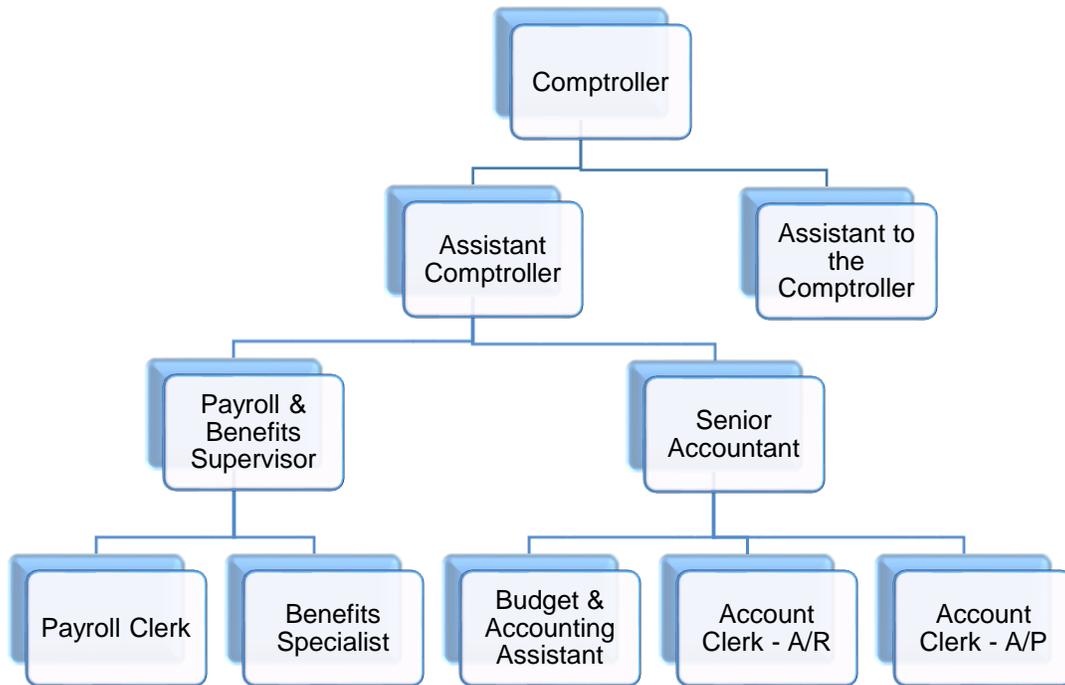
Qualitative:

The Comptroller's Office continues to receive 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

	2021 Actual	2022 Estimated	2023 Budget
Salary Expenditures	\$798,005	\$837,010	\$799,650
Full Time Positions	11	10	10

Organizational Chart



Budget Highlights

0011018 COMPTROLLER'S OFFICE

OBJECT	PROJECT	DESCRIPTION	2021 ACTUAL EXPENDITURE	2022 ORIGINAL BUDGET	2022 REVISED BUDGET	2023 BUDGET REQUEST	2023 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$773,722	\$811,795	\$811,795	\$788,450	\$788,450
515100		OVERTIME	3,313	3,415	3,415	4,465	4,465
515200		PART TIME	17,280	0	18,425	0	0
515200	COVID	PART TIME	276	0	0	0	0
517000		OTHER WAGES	3,414	3,375	3,375	6,735	6,735
TOTAL SALARIES			\$798,005	\$818,585	\$837,010	\$799,650	\$799,650
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES	\$0	\$0	\$0	\$20,160	\$20,160
543000		REPAIRS AND MAINTENANCE	127	200	200	200	200
544400		RENTALS	1,970	1,975	1,975	1,975	1,975
553000		TELEPHONE	0	50	50	0	0
553100		POSTAGE	1,406	2,000	2,000	2,000	2,000
554000		TRAVEL REIMBURSEMENT	0	400	400	400	400
555000		PRINTING AND BINDING	2,612	2,200	2,398	2,000	2,000
557700		ADVERTISING	1,471	1,800	1,800	1,800	1,800
561800	COVID	COVID PROGRAM SUPPLIES	184	0	0	0	0
581120		CONFERENCES AND MEMBERSHIPS	2,754	6,430	6,430	6,430	6,430
581150		MISCELLANEOUS BOND EXPENSE	220	220	220	220	220
TOTAL CONTRACTUAL SERVICES			\$10,743	\$15,275	\$15,473	\$35,185	\$35,185
SUPPLIES AND MATERIALS							
569000		OFFICE SUPPLIES	\$1,209	\$1,400	\$1,400	\$1,400	\$1,400
TOTAL SUPPLIES AND MATERIALS			\$1,209	\$1,400	\$1,400	\$1,400	\$1,400
TOTAL COMPTROLLER'S OFFICE			\$809,958	\$835,260	\$853,883	\$836,235	\$836,235

Treasurer

David J. Preleski, Treasurer
860-584-6285
davidpreleski@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 2022 Goals and Accomplishments:

- Worked with banks to maximize interest income in an environment of falling rates and economic uncertainty.
- Developed new connections with a local financial institution and a new broker to further diversify the portfolio and attain higher yields.
- Securely deposit of City funds at the bank by enlisting Brink's Inc. to assure that deposits are transported with no risk to the City or its employees.
- Limit the City's short-term investment exposure to credit and custodial risk by using secured municipal accounts, AAA rated asset management investment pools and laddering CDs.
- Monitor bank fees and services to ensure that the City is charged the lowest rates possible for bank services.
- Evaluated credit card vendors to determine the best options for City departments currently accepting or planning to accept electronic payment for services.
- Continued to process and distribute bi-weekly and monthly pension benefits for an increasing number of retirees.

Fiscal Year 2023 Goals:

- Review the City's banking services relationships to minimize banking costs and improve operational efficiency.
- Manage the transition of the City's primary operating accounts at People's United Bank to M&T Bank due to the impending merger.
- 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.
- Continue to monitor State of Connecticut unclaimed property website to identify funds belonging to the City of Bristol.
- Meet the City's operational investment policy objectives and continue to limit the City's short term investment exposure to credit and custodial risk through ongoing evaluation and utilization of bank programs, pre-qualifying financial institutions, diversification of the

General Government

investment portfolio and the use of asset management investment pools and fixed income managers.

- 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.
- Coordinate the transition to new credit card processors for several City departments.

Long Term Goals:

- Continue to maximize the interest income on liquid funds

Performance Measures

	2019 No. of Retirees	Amount Paid	2020 No. of Retirees	Amount Paid	2021 No. of Retirees	Amount Paid
General City Retirement System	640	\$15,351,922	665	\$16,121,162	671	\$16,980,302
Firefighter's Benefit Fund	94	\$4,056,285	98	\$4,285,477	96	\$4,481,292
Police Benefit Fund	130	\$6,817,897	137	\$7,357,100	138	\$7,816,680
Total	864	\$26,408,119	900	\$27,763,739	905	\$29,278,274

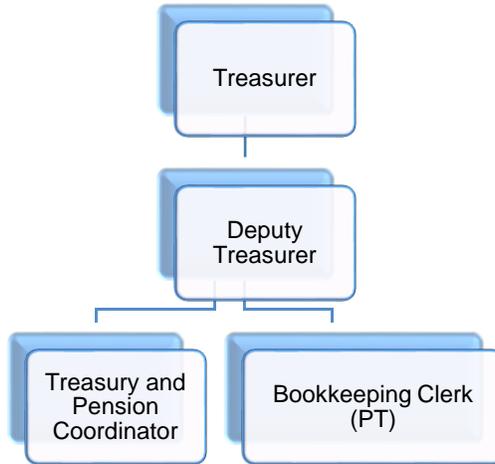
	FY 19-20	FY20-21	FY21-22
Number of 1099Rs Issued	887	919	970
Long-Term Debt Schedule			
Principal	\$7,200,000	\$7,635,000	\$8,800,000
Interest	\$3,473,338	\$3,812,831	\$3,430,081
Total Long-term Outstanding Debt	\$105,505,000	\$97,870,000	\$89,070,000
Bond Anticipation Notes Outstanding	\$0	\$0	\$0

Expenditure and Position Summary

	2021 Actual	2022 Estimated	2023 Budget
Salary Expenditures	\$129,272	\$141,320	\$141,255
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.

Organizational Chart



Budget Highlights

0011019 TREASURER

OBJECT	PROJECT	DESCRIPTION	2021 ACTUAL EXPENDITURE	2022 ORIGINAL BUDGET	2022 REVISED BUDGET	2023 BUDGET REQUEST	2023 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$108,366	\$116,850	\$116,850	\$116,850	\$116,850
515100		OVERTIME	203	970	970	905	905
515200		PART TIME	19,432	23,500	23,500	23,500	23,500
517000		OTHER WAGES	1,272	0	0	0	0
TOTAL SALARIES			\$129,272	\$141,320	\$141,320	\$141,255	\$141,255
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$3,233	\$3,995	\$3,995	\$4,440	\$4,440
553000		TELEPHONE	0	120	120	0	0
553100		POSTAGE	3,244	4,300	4,300	4,300	4,300
554000		TRAVEL REIMBURSEMENT	0	120	120	120	120
581120		CONFERENCES AND MEMBERSHIPS	65	265	265	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			\$6,842	\$14,100	\$14,100	\$14,425	\$14,425
SUPPLIES AND MATERIALS							
569000		OFFICE SUPPLIES	\$486	\$550	\$550	\$700	\$700
TOTAL SUPPLIES AND MATERIALS			\$486	\$550	\$550	\$700	\$700
TOTAL TREASURER			\$136,601	\$155,970	\$155,970	\$156,380	\$156,380

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. 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 2022 Goals and Accomplishments:

- Implemented vulnerability scanning.
- Installed Wifi and cameras in parks.
- Furthered collaboration with BOE IT.
- Started planning of City-wide fiber network
- Replaced servers in the City, Police & BOE
- Upgraded network switches for the City & BOE
- Expanded the use of Tyler Content Manager and Seamless Docs
- Assisted with the implementation of Kronos upgrade and ongoing implementation of Telestaff
- Implemented new datacenter at Court building
- Assisted with technology planning during transition of City Hall

Fiscal Year 2023 Goals:

- Upgrade MUNIS
- Assist with technology planning and implementation for the City Hall renovation project
- Implement multifactor authentication
- Upgrade wireless infrastructure
- Standardize and consolidate camera systems
- Upgrade Microsoft Office Suite
- Implement a Managed Detection and Response system
- Replace high school switches
- Replace uninterrupted power supply (UPS) systems in all the schools
- Evaluate and implement Citywide cybersecurity system, to include, City Departments, Public Safety and Education.

Long Term Goals:

- Make the City and BOE more efficient by looking for ways to share resources and standardize our systems.

Performance Measures

Quantitative:

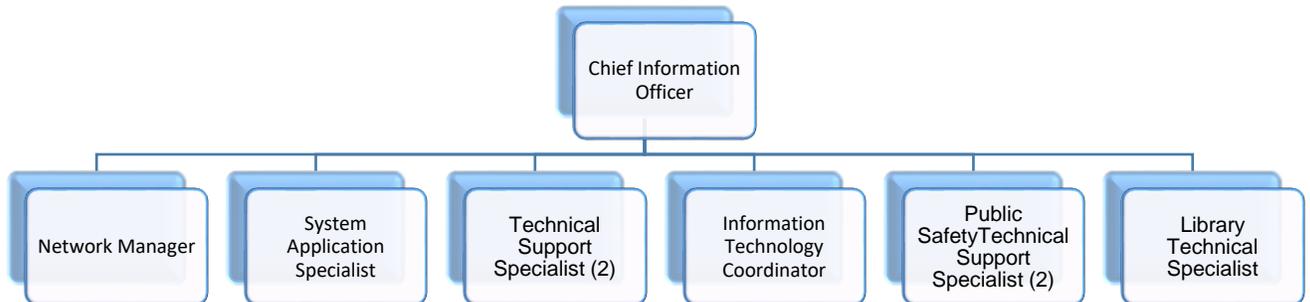
Breakdown of City's Computers			
Facility	# of Computers	Board of Education	# of Computers
City Hall	245	BOE Admin	1,830
Police Dept.	103	Bristol Central H.S.	2,432
Fire Dept.	23	Bristol Eastern H.S.	2,424
Main Library	96	Middle Schools/ K-8	2,965
Manross Library	18	Elementary Schools	<u>4,684</u>
Other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

Total Computers:		
FY 2020: 11,961	FY 2021:14,924	FY 2022:14,924

Expenditure and Position Summary

	2021 Actual	2022 Estimated	2023 Budget
Salary Expenditures	\$541,507	\$789,295	\$802,410
Full Time Positions	6	9	9

Organizational Chart



Budget Highlights

0011020 INFORMATION TECHNOLOGY			2021	2022	2022	2023	2023
OBJECT	PROJECT	DESCRIPTION	ACTUAL EXPENDITURE	ORIGINAL BUDGET	REVISED BUDGET	BUDGET REQUEST	APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$541,507	\$789,045	\$789,045	\$802,160	\$802,160
515100		OVERTIME	0	250	250	250	250
TOTAL SALARIES			\$541,507	\$789,295	\$789,295	\$802,410	\$802,410
CONTRACTUAL SERVICES							
531140		TRAINING	\$4,787	\$10,000	\$10,000	\$10,000	\$10,000
543000		REPAIRS AND MAINTENANCE	507,429	550,900	550,900	578,270	578,270
543010		FIBER LINE	740	5,000	5,000	5,000	5,000
543110		MAJOR COMPUTER EQUIPMENT REPAIRS	1,742	2,000	2,000	2,000	2,000
553000		TELEPHONE	46,713	49,100	49,100	49,100	49,100
554000		TRAVEL REIMBURSEMENT	360	1,000	1,000	1,000	1,000
581120		CONFERENCES AND MEMBERSHIPS	599	8,000	8,000	8,000	8,000
TOTAL CONTRACTUAL SERVICES			\$562,370	\$626,000	\$626,000	\$653,370	\$653,370
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$15,139	\$8,000	\$8,000	\$8,000	\$8,000
TOTAL SUPPLIES AND MATERIALS			\$15,139	\$8,000	\$8,000	\$8,000	\$8,000
CAPITAL OUTLAY							
579999		EQUIPMENT	\$0	\$0	\$0	\$635,000	\$0
TOTAL CAPITAL OUTLAY			\$0	\$0	\$0	\$635,000	\$0
TOTAL INFORMATION TECHNOLOGY			\$1,119,017	\$1,423,295	\$1,423,295	\$2,098,780	\$1,463,780

Human Resources

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

Service Narrative

The primary function of the Human Resources Department is to provide city departments with the human capital necessary to deliver efficient, quality service to the taxpayers of the City of Bristol. Human Resources is responsible for recruiting and onboarding the best qualified employees possible. To ensure continuity, Human Resources administers entry level, lateral, and promotional testing, and is responsible for maintaining personnel records for city employees from date of hire to separation.

Human Resources administers and coordinates the city’s personnel and labor relations activities, which include negotiating and administering labor contracts, grievance issues, and consultation with department heads regarding labor issues. Human Resources 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.

Human Resources is also responsible for administration of the City’s Worker’s Compensation Program.

Fiscal Year 2022 Goals and Accomplishments:

- Negotiate successor agreements with three bargaining units.
- Addressed vacancies in Fire and Police Departments due to retirements and turnover.
- Reduced costs associated with public safety promotional testing.
- Relocated claims functions to Corporation Counsel.
- Established the following:

General Government

- Three entry-level police eligibility lists
- One entry-level firefighter eligibility list
- Six Fire promotional lists, including Fire Chief
- Two Police promotional lists

Fiscal Year 2023 Goals:

- Negotiate successor agreements with Police and Fire bargaining units.
- Review existing positions for purposes of internal pay equity.
- Review and adjust job descriptions as necessary.

Long Term Goals:

- Review internal processes for increased efficiencies.
- Ensure that Human Resource policies and practices meet governmental (regulatory) requirements.
- Keep up-to-date with state, and federal employment laws and regulations as they pertain to municipal business.

Performance Measures

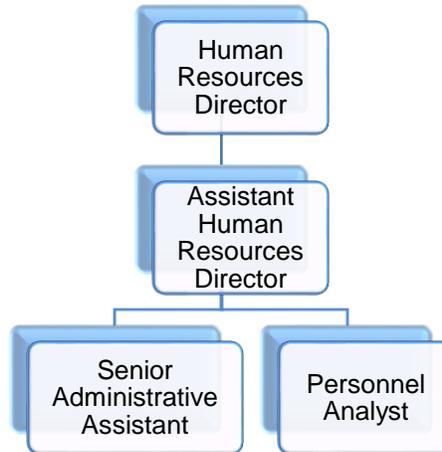
Quantitative:

Activity	Calendar 2019 Actual	Calendar 2020 Actual	Calendar 2021 Actual
Number of OSHA reportable Workers Compensation Claims	94	100	56
Lost Time Days	1,383	1,421	940
Grievances heard	9	21	25
Employees hired (excluding seasonal and temporary)	34	58	40

Expenditure and Position Summary

	2021 Actual	2022 Estimated	2023 Budget
Salary Expenditures	\$345,964	\$359,600	\$367,165
Full Time Positions	4	4	4

Organizational Chart



Budget Highlights

0011021 HUMAN RESOURCES

OBJECT	PROJECT	DESCRIPTION	2021 ACTUAL EXPENDITURE	2022 ORIGINAL BUDGET	2022 REVISED BUDGET	2023 BUDGET REQUEST	2023 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$342,907	\$356,780	\$356,780	\$362,720	\$362,720
515100		OVERTIME	1,647	1,410	1,410	3,000	3,000
517000		OTHER WAGES	1,410	1,410	1,410	1,445	1,445
TOTAL SALARIES			\$345,964	\$359,600	\$359,600	\$367,165	\$367,165
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$50,559	\$38,000	\$119,000	\$50,000	\$50,000
531140		TRAINING	0	5,000	10,000	1,000	1,000
531145		APPLITRAK	4,416	4,850	4,850	4,780	4,780
553000		TELEPHONE	0	100	100	0	0
553100		POSTAGE	569	1,000	1,000	1,000	1,000
554000		TRAVEL REIMBURSEMENT	0	200	200	200	200
555000		PRINTING AND BINDING	600	600	600	600	600
557700		ADVERTISING	11,380	7,000	7,000	7,000	7,000
581120		CONFERENCES AND MEMBERSHIPS	906	1,000	1,000	1,000	1,000
581135		SCHOOLING AND EDUCATION	7,212	10,000	12,788	10,000	10,000
TOTAL CONTRACTUAL SERVICES			\$75,642	\$67,750	\$156,538	\$75,580	\$75,580
PROFESSIONAL SERVICES							
531300		PRE-EMPLOYMENT EXAMINATIONS	\$12,887	\$8,500	\$8,500	\$8,500	\$8,500
TOTAL PROFESSIONAL SERVICES			12,887	8,500	8,500	8,500	8,500
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$2,583	\$3,855	\$3,855	\$3,855	\$3,855
569000		OFFICE SUPPLIES	263	1,000	1,537	1,000	1,000
TOTAL SUPPLIES AND MATERIALS			\$2,846	\$4,855	\$5,392	\$4,855	\$4,855
TOTAL HUMAN RESOURCES			\$437,340	\$440,705	\$530,030	\$456,100	\$456,100

Corporation Counsel

Edward Krawiecki, 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 2022 Goals and Accomplishments:

- 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 of 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.
- Successfully won 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.
- Dealt with a multitude of day-to-day requests for legal assistance from the Mayor, Council, and department heads, many of which involved personnel and other attorney-client privileged matters.
- Provided oversight and in-house management of on-going and significant Worker's 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.
- Represent the City in heart and hypertension claims administered by the Worker's Compensation Commission.

General Government

- Manage and monitor Worker's Compensation claims processed by the insurance carrier, including attendance at informal and formal hearings and settlement procedures.
- Provide legal support to the efforts of the Charter Revision.
- Provide legal research and support to the various City departments involved with solar-based electrical generation projects that are being proposed within the City.
- Completed the acquisition of open space on Shrub Road known as Pigeon Hill.
- Consolidate Risk Management services.
- Conclude negotiations and implementation of a new five year General City Retirement Investment Advisor agreement.

Fiscal Year 2023 Goals:

- 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.
- Successfully resist additional tax appeals involving commercial properties, ensuring that they will be processed and set for litigation, if necessary.
- 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.
- Reduce the number of outstanding heart and hypertension claims.
- Formation and file of an environmental land use restriction (ELUR) for 894 Middle Street and close out of environmental remediation project.
- Provide oversight of major City-funded construction contracts including B.O.E. initiatives for new schools.
- Support conveyance of parcels 5, 6, 7, & 8 Centre Square and land use for development project.

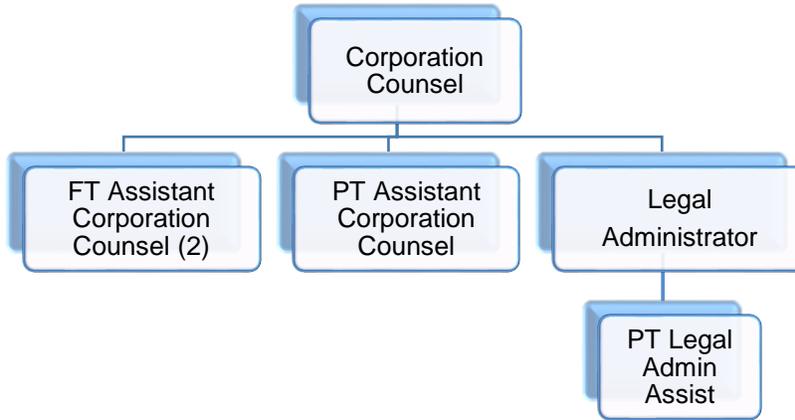
Long Term Goals:

- 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

	2021 Actual	2022 Estimated	2023 Budget
Salary Expenditures	\$444,692	\$458,835	\$464,570
Full Time Positions	3	3	3
Part Time Positions	3	3	3

Organizational Chart



Budget Highlights

0011022 CORPORATION COUNSEL

OBJECT	OBJECT	DESCRIPTION	2021 ACTUAL EXPENDITURE	2022 ORIGINAL BUDGET	2022 REVISED BUDGET	2023 BUDGET REQUEST	2023 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$322,077	\$335,490	\$335,490	\$340,570	\$340,570
515200		PART TIME	118,422	123,345	123,345	124,000	124,000
517000		OTHER WAGES	4,193	0	0	0	0
		TOTAL SALARIES	\$444,692	\$458,835	\$458,835	\$464,570	\$464,570
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$107,942	\$155,000	\$372,000	\$150,000	\$150,000
531000	14021	PROFESSIONAL FEES AND SERV-REVAL	3,500	10,000	146,500	100,000	10,000
543000		REPAIRS AND MAINTENANCE	0	100	100	100	100
553000		TELEPHONE	16	150	150	0	0
553100		POSTAGE	264	500	500	500	500
554000		TRAVEL REIMBURSEMENT	121	1,500	1,500	1,500	1,500
581120		CONFERENCES AND MEMBERSHIPS	879	900	900	900	900
581135		SCHOOLING AND EDUCATION	89	2,000	2,000	1,500	1,500
		TOTAL CONTRACTUAL SERVICES	\$112,811	\$170,150	\$523,650	\$254,500	\$164,500
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$12,237	\$16,000	\$16,000	\$16,000	\$16,000
569000		OFFICE SUPPLIES	593	800	800	800	800
		TOTAL SUPPLIES AND MATERIALS	\$12,830	\$16,800	\$16,800	\$16,800	\$16,800
		TOTAL CORPORATION COUNSEL	\$570,332	\$645,785	\$999,285	\$735,870	\$645,870

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 the 2020-2021 and the 2021-2022 fiscal years conveyance tax revenue reached historic highs, exceeding the budget by approximately \$1,000,000 each year. 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 generated considerable vital statistic related activity during the COVID-19 pandemic. Burial and cremation transactions increased starting in March, 2020 and continuing through the 2021-2022 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.

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 unrelated matters in the private sector. These inquiries are made by mail, telephone, e-mail, and in-person.

The Office has several election related duties. These duties include the issuance and receipt of absentee ballots, advertising the elections, creating the election ballot, maintaining the

registration and campaign finance records of municipal candidates, crafting the questions and explanatory text on the ballot, administering the oath of 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 2022 Goals and Accomplishments:

- Converted the City of Bristol Charter and Code of Ordinances to a standard 8.5" x 11" format, rather than the current odd 6" x 9" size. There are cost savings generated by converting to a letter-size format along with efficiencies that result from this change.
- E-recorded 3,746 land record documents in the past year. This was a 31% increase from the previous calendar year 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 the poll and absentee ballots and the issuance of more than 1,385 absentee ballots during the November, 2021 election. One major political party solicited absentee ballot applications in the last two weeks before the 2021 election which generated unprecedented volume in a municipal election. The Town Clerk's office hired one part-time temporary employee to assist in handling ballots to ensure timely processing and issuance.
- Instituted the new State of Connecticut on-line death registry system in February, 2022. The staff was trained on-line between December, 2021 and February, 2022.
- Coordinated and managed the relocation of the Town Clerk's office in March, 2022. This will required an inventory of the municipal records, transporting essential records to vault space near the staff, and relocation of other permanent records to a facility for temporary storage. The Town Clerk's Office received State approval to transfer the permanent land records and maps to climate controlled off-site storage due to a lack of secure vault space in the temporary location. Since the land records are scanned back to Volume 1 and all maps are available electronically, the public was able to access them electronically during our relocation.
- Continued to provide Town Clerk services to the public during the COVID pandemic. Managed the increase in land recording volume and historical conveyance tax revenue for a second year.

Fiscal Year 2023 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.
- Electronically link land record maps to the COTT land record system so they are accessible to the public in a single location.
- Facilitate the purchase of a new dog license system and vital records indexing system.
- Implement the update of the Connecticut Voter Registry System in the summer of 2022. Training will be provided on-line to staff by the Connecticut Secretary of State's office in July or August, 2022.
- Manage the final timelines for City Council and advertise the amendments recommended by the Charter Revision Commission.

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	2020	2021	2022
Dog Licenses	2,095	2,321	2,169
Sporting Licenses	12 handicapped	0	0
Burial and Cremation Permits	1,027	979	999
Vital Statistics Copies (estimated)	7,493	7,698	7,225
Marriage Licenses	183	223	212
Trade Name Certificates	92	131	112
Documents Notarized (estimated)	890	705	952
Liquor Permits	65	52	54
Notary Certificates	113	171	153
Land Record Documents	9,590	11,178	11,289

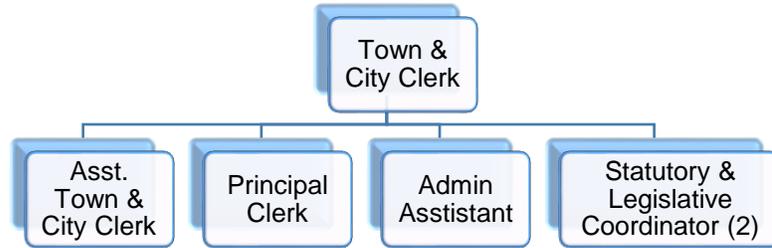
Value of Transactions

Category	2020	2021	2022
Merchandising Licenses	\$500	\$0	\$0
Burial Permits	5,135	4,895	4,995
Recording Fees	283,222	427,643	410,894
Real Estate Conveyance Transfers	1,043,238	1,867,921	1,954,958
Dog Licenses	6,030	5,652	6,350
Marriage Licenses	2,745	3,345	3,180
Historic Preservation	12,204	13,948	15,122
Copies	47,531	50,362	54,654
Vital Statistics	124,772	130,824	137,114
Miscellaneous Fees (Notary, Liquor)	21,422	19,396	22,496
Total	\$1,546,811	\$2,523,986	2,609,763

Expenditure and Position Summary

	2021 Actual	2022 Estimated	2023 Budget
Salary Expenditures	\$400,545	\$420,515	\$412,005
Full Time Positions	6	6	6

Organizational Chart



Budget Highlights

0011023 TOWN AND CITY CLERK

OBJECT	PROJECT	DESCRIPTION	2021 ACTUAL EXPENDITURE	2022 ORIGINAL BUDGET	2022 REVISED BUDGET	2023 BUDGET REQUEST	2023 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$398,975	\$418,515	\$418,515	\$411,405	\$411,405
515100		OVERTIME	1,570	2,000	2,000	600	600
TOTAL SALARIES			\$400,545	\$420,515	\$420,515	\$412,005	\$412,005
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$38,819	\$53,300	\$53,300	\$53,300	\$53,300
543000		REPAIRS AND MAINTENANCE	0	400	400	400	400
553000		TELEPHONE	0	50	50	0	0
553100		POSTAGE	6,061	5,500	5,500	6,000	6,000
554000		TRAVEL REIMBURSEMENT	15	250	250	250	250
555000		PRINTING AND BINDING	3,497	5,100	5,100	5,000	5,000
557700		ADVERTISING	257	4,000	4,000	4,000	4,000
581120		CONFERENCES AND MEMBERSHIPS	325	980	980	980	980
581135		SCHOOLING AND EDUCATION	350	625	625	625	625
TOTAL CONTRACTUAL SERVICES			\$49,324	\$70,205	\$70,205	\$70,555	\$70,555
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$193	\$250	\$250	\$250	\$250
569000		OFFICE SUPPLIES	727	1,700	1,700	1,700	1,700
TOTAL SUPPLIES AND MATERIALS			\$920	\$1,950	\$1,950	\$1,950	\$1,950
TOTAL TOWN AND CITY CLERK			\$450,789	\$492,670	\$492,670	\$484,510	\$484,510

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 2022 Goals and Accomplishments:

- Board of Finance adopted estimated 2023-2023 budget on April 26, 2022.
- Board of Finance and City Council formally adopted 2021-2022 budget in a Joint Board Meeting held May 16, 2022.
- Held each monthly meeting with a quorum.

Fiscal Year 2023 Goals:

- Adopt the estimated budget for 2023-2024 by April 25, 2023.
- Hold all monthly meetings with a quorum.
- Review all budgetary requests for the most favorable results for the taxpayers of Bristol.
- Maintain strong financial framework and strong ratings identified by rating agencies.

Budget Highlights

0011024 BOARD OF FINANCE			2021	2022	2022	2023	2023
OBJECT	PROJECT	DESCRIPTION	ACTUAL EXPENDITURE	ORIGINAL BUDGET	REVISED BUDGET	BUDGET REQUEST	APPROVED BUDGET
SALARIES							
515100		OVERTIME	\$1,274	\$1,700	\$1,700	\$1,700	\$1,700
		TOTAL SALARIES	\$1,274	\$1,700	\$1,700	\$1,700	\$1,700
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$85,200	\$85,380	\$85,380	\$87,500	\$87,500
		TOTAL CONTRACTUAL SERVICES	\$85,200	\$85,380	\$85,380	\$87,500	\$87,500
		TOTAL BOARD OF FINANCE	\$86,474	\$87,080	\$87,080	\$89,200	\$89,200

City of Bristol, Connecticut
Board of Finance



**Jeff Caggiano
Mayor**



**John Smith
Chairperson**



**Ron Burns
Commissioner**



**Glenn Heiser
Commissioner**



**Craig Kazemekas
Commissioner**



**Jon Mace
Commissioner**



**Dave Maikowski
Commissioner**



**Marie O'Brien
Commissioner**

**Not
Pictured**

**Mark Whitford
Commissioner**

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 (20% 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 Use	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	Woodworking Room
	Hiking and Biking	Rec Room	Zumba

Fiscal Year 2022 Goals and Accomplishments:

- Renovation of the main office front counter was completed in November 2021. New cabinets, shelving and counter top to provide handicapped and wheel chair access was installed.

Fiscal Year 2023 Goals:

- Use Senior Activity Funds to paint Main Office, replace Coffee Shop cabinets, add new signage paint throughout the Senior Center and replace Break Room cabinets and counter tops.
- Flag pole to be repaired and painted by the Building Committee
- Upgrade custodian closet with new sink basin by the Building Committee

Long Term Goals:

- Work with Public Works to identify additional parking options for the Senior Center
- Assess the gym roof to determine and plan for future maintenance needs
- Assess main parking lot in the front of the building for repair/repaving

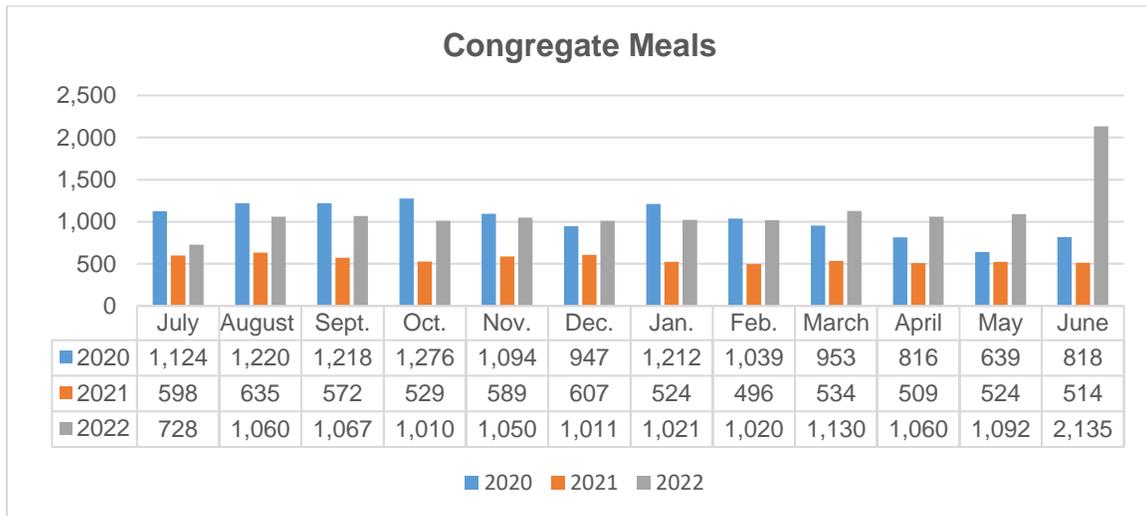
Performance Measures

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.

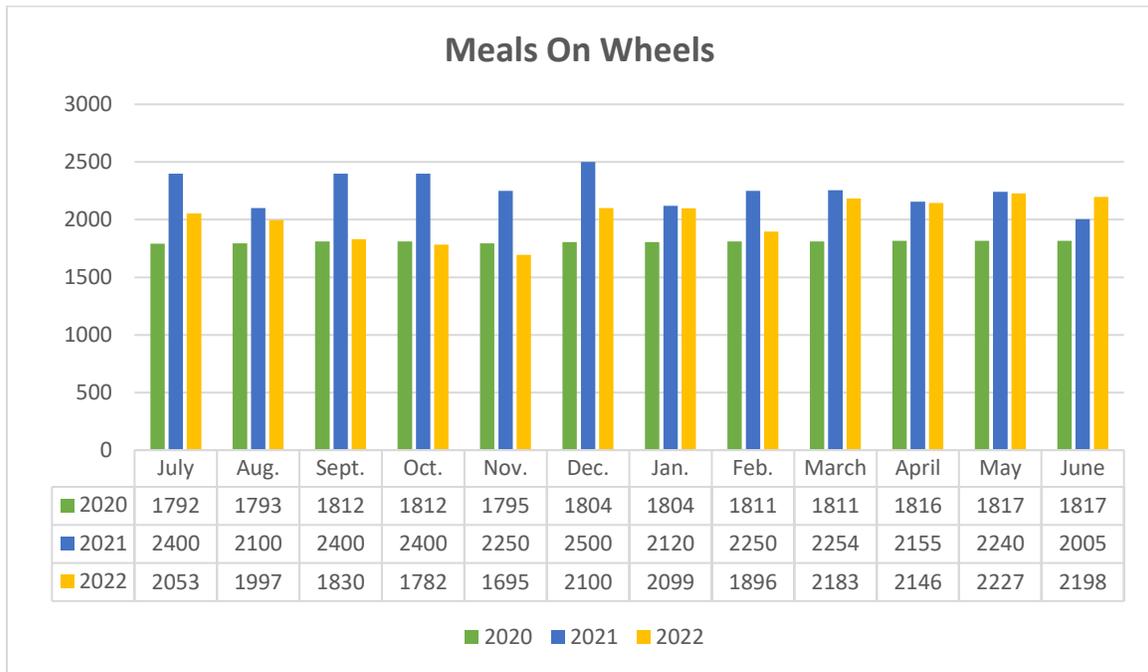
The Senior Center has full time certified Choices Counselors available daily to assist seniors with their applications and forms for Medicare, Medicare Part D, Medicare Savings Program, and Food Stamps.

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. Vaccine clinics were offered at the Senior Center on Wednesdays from January – April, 2021 which reflects the higher numbers in Health Services attendees. The 2022 fiscal year reflects our full reopening and our path back to our regular operations.

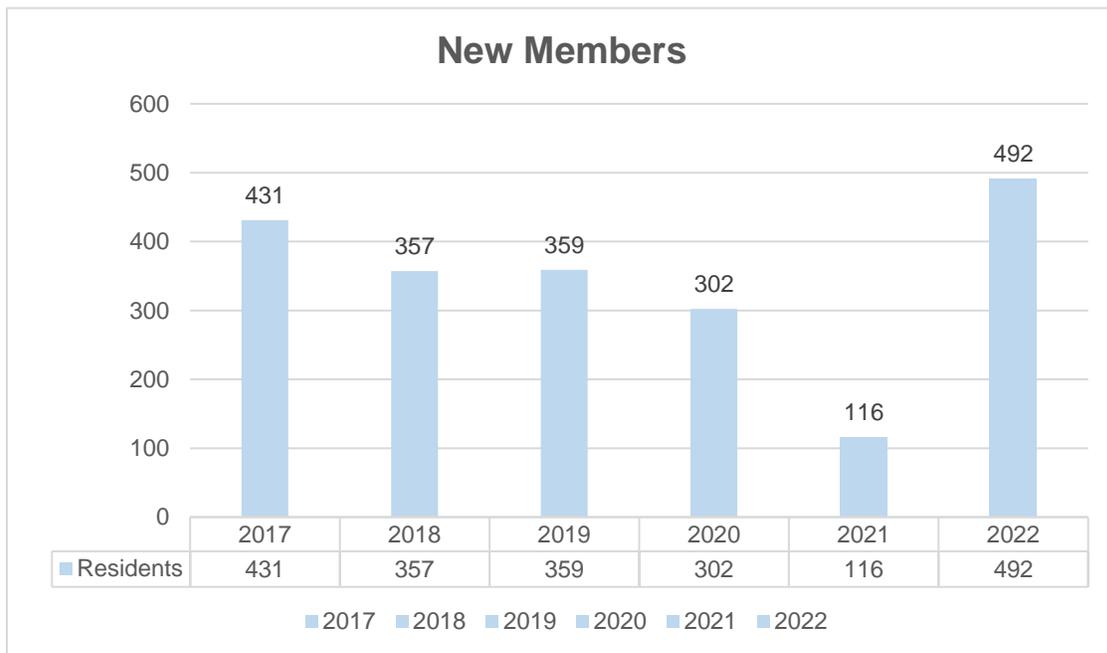
Congregate meals are meals served daily in our dining room.



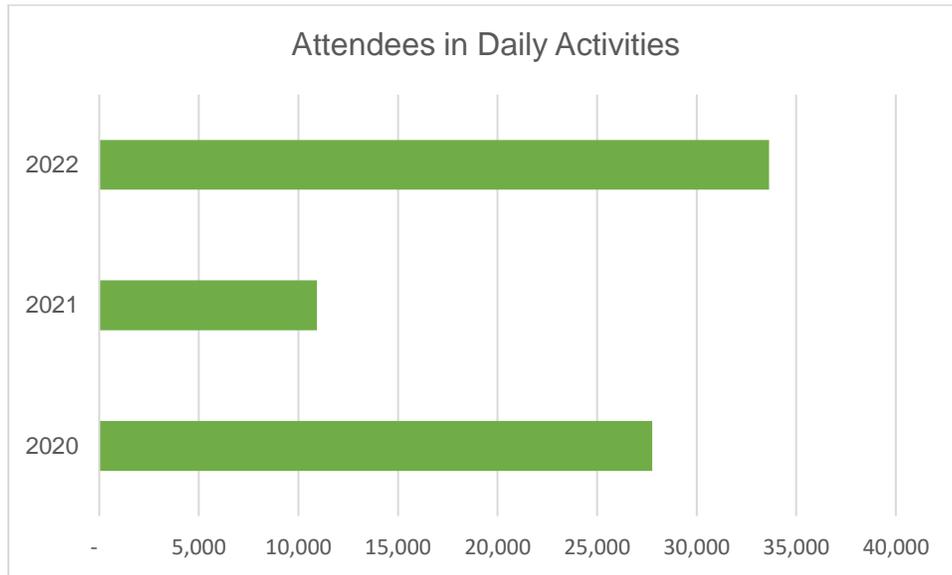
Meals on Wheels are the meals delivered to the homebound.



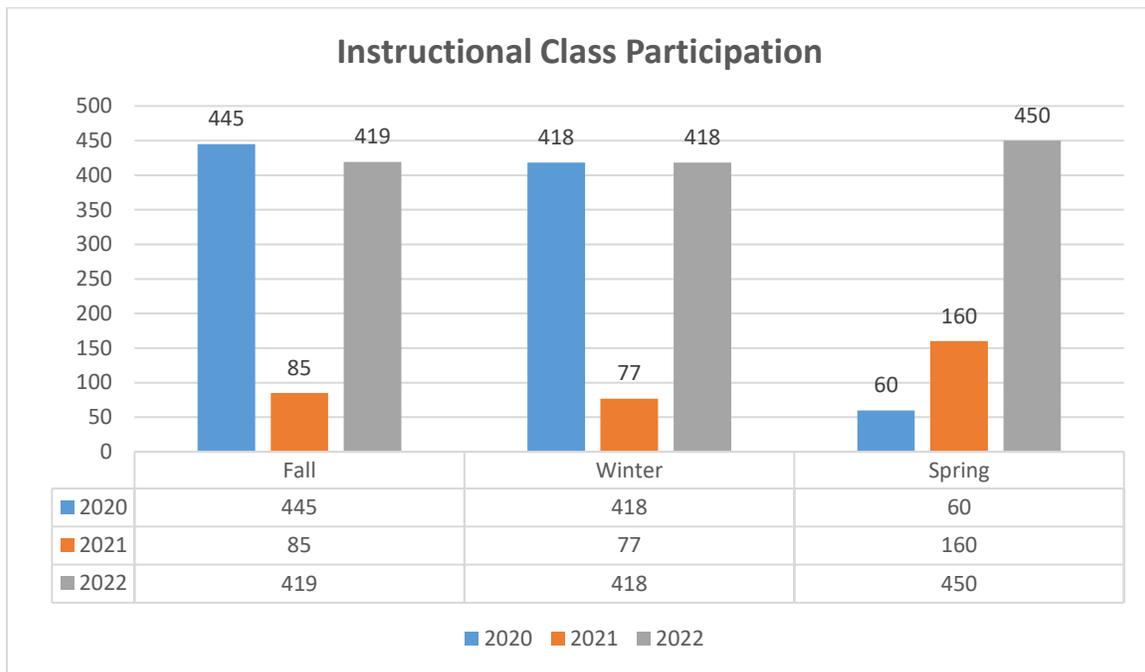
Membership is free for Bristol residents aged 55 and older. Total membership is 4,875. This chart reflects how many new members signed up each year.



Daily Activities includes recording members who attend the various activities offered each day.



Instructional Classes are taught by paid instructors and members pay a small fee to participate.

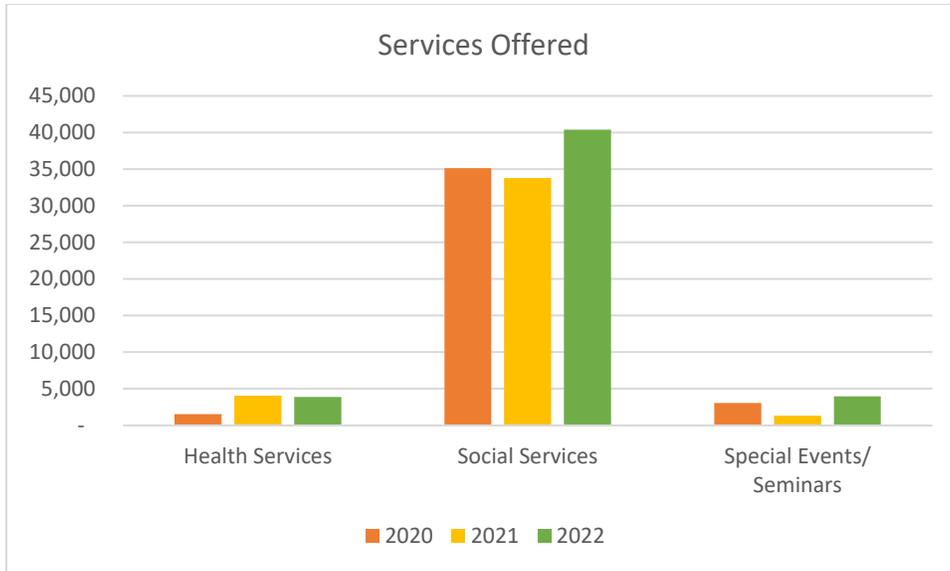


Services Offered:

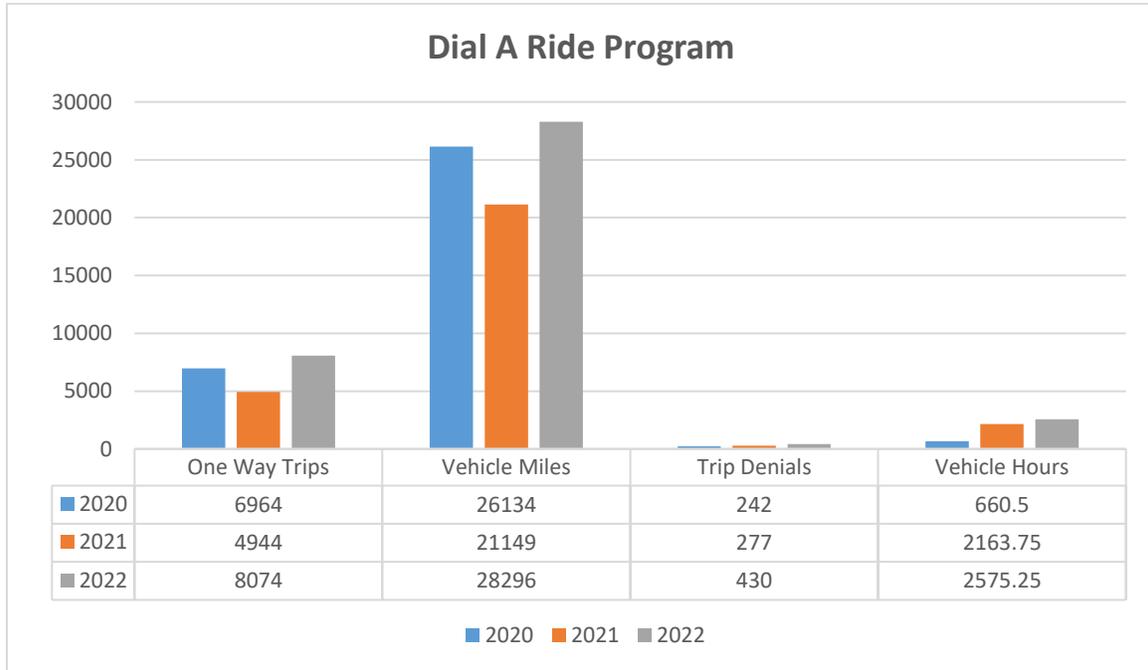
Health Services are comprised of: Fitness room use, Foot Clinic, Dental Clinic, Reflexology, Hearing Screenings, Hearing aid cleaning, Blood Pressure, Memory Café, Reiki.

Social Services provided include: Congregate Meals, Meals on Wheels, CHOICES Counseling, Tax Preparation, Driver’s Safety, Farmer’s Market, Community Gardens, and Social Security.

Special Events and Seminars are activities offered one or two times during the year.



Dial A Ride to include One Way Passenger Trips, Vehicle Miles Traveled, Trip Denials and Vehicle Hours. The Department of Aging manages the Grant for the Dial A Ride Program. The City of Bristol also supports the Dial A Ride Program in the Department of Aging Budget. A total of \$127,435.00 is budgeted for the Dial A Ride Program, \$70,160 from the City and \$57,272 from the State Grant. HRA of Bristol provides the ride service.



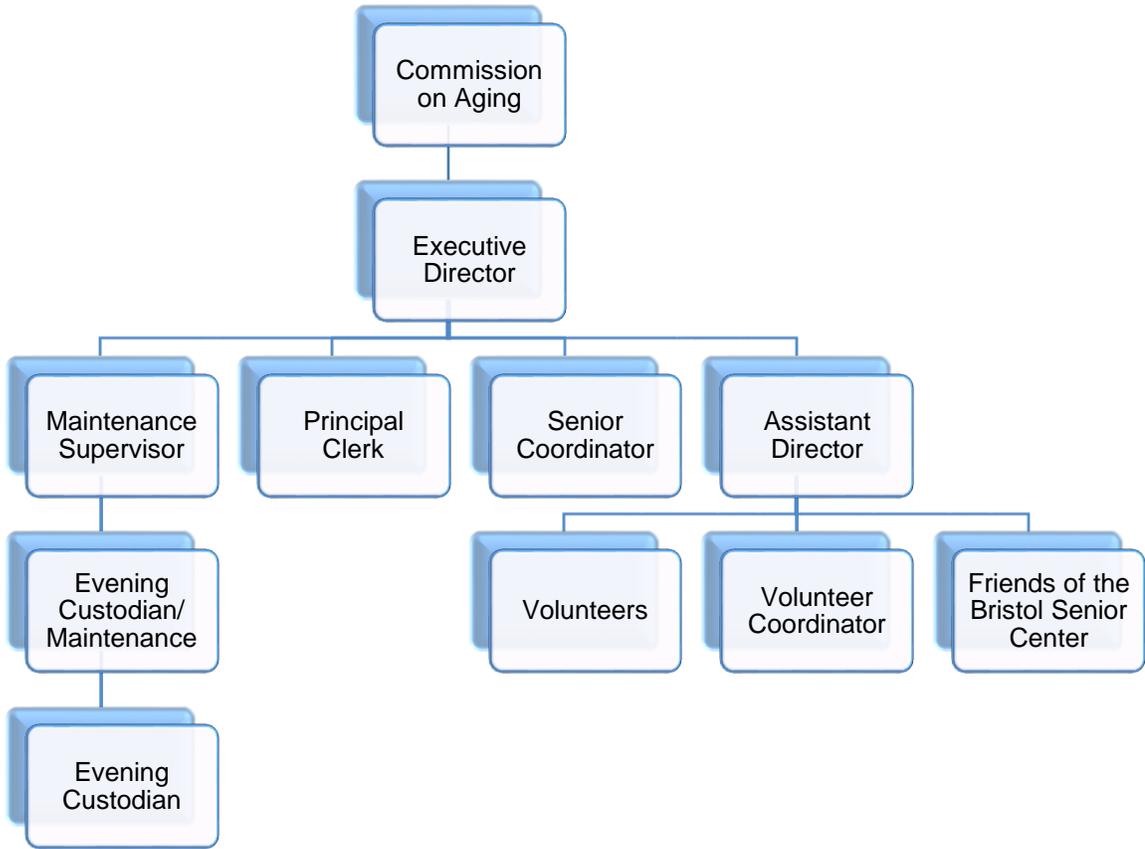
Programs	2020 Attendees	2021 Attendees	2022 Attendees
Classes	1,292	498	2,025
Activities	27,768	10,937	33,486
Health Services	1,548	4,075	3,878
Social Services	35,145	34,357	40,366
Special Events/Seminars	3,055	1,330	3,994

New Members	2017	2018	2019	2020	2021	2022
	431	357	359	302	116	463

Expenditure and Position Summary

	2021 Actual	2022 Estimated	2023 Budget
Salary Expenditures	\$463,716	\$501,290	\$501,290
Full Time Positions	7	7	7

Organizational Chart



Commission Members

Expiration of Term

Larry Zbikowski, Vice Chairperson	03/2023
Cathy Duck, Commissioner	03/2023
Sheila Herens, Commissioner	03/2025
George Irving, Commissioner	03/2024
Christine Leigh, Commissioner	03/2024
Delores Richer, Commissioner	03/2025
John O'Dell, Commissioner	03/2023
Jeffrey Caggiano, City Council Liaison	11/2023

General Government

Budget Highlights

0011027 DEPARTMENT OF AGING

OBJECT	PROJECT	DESCRIPTION	2021 ACTUAL EXPENDITURE	2022 ORIGINAL BUDGET	2022 REVISED BUDGET	2023 BUDGET REQUEST	2023 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$425,859	\$459,075	\$459,075	\$459,075	\$459,075
515100		OVERTIME	20,382	22,395	22,395	22,395	22,395
517000		OTHER WAGES	17,474	19,820	19,820	19,820	19,820
TOTAL SALARIES			\$463,716	\$501,290	\$501,290	\$501,290	\$501,290
CONTRACTUAL SERVICES							
541000		PUBLIC UTILITIES	\$99,719	\$105,000	\$105,000	\$105,000	\$105,000
541100		WATER AND SEWER CHARGES	2,941	4,400	4,400	4,400	4,400
543000		REPAIRS AND MAINTENANCE	5,333	7,000	7,000	7,000	7,000
553000		TELEPHONE	1,673	1,810	1,810	1,810	1,810
553100		POSTAGE	1,530	1,570	1,570	1,570	1,570
554000		TRAVEL REIMBURSEMENT	2,216	2,000	2,000	1,300	1,300
581120		CONFERENCES AND MEMBERSHIPS	305	500	500	500	500
585028		BCO- DIAL-A-RIDE PROGRAM	19,214	70,160	70,160	70,160	70,160
585028	21G01	BCO/ADM	57,270	0	57,275	0	0
TOTAL CONTRACTUAL SERVICES			\$190,200	\$192,440	\$249,715	\$191,740	\$191,740
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES	\$11,687	\$12,000	\$12,000	\$12,000	\$12,000
561800		PROGRAM SUPPLIES	6,050	6,000	6,000	6,000	6,000
561800	COVID	COVID PROGRAM SUPPLIES	160	0	0	0	0
562200		NATURAL GAS	32,848	35,000	35,000	35,000	35,000
562300		GENERATOR FUELS	0	1,000	1,000	0	0
569000		OFFICE SUPPLIES	835	850	850	850	850
TOTAL SUPPLIES AND MATERIALS			\$51,580	\$54,850	\$54,850	\$53,850	\$53,850
TOTAL DEPARTMENT OF AGING			\$705,495	\$748,580	\$805,855	\$746,880	\$746,880

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

OBJECT	PROJECT	DESCRIPTION	2021 ACTUAL EXPENDITURE	2022 ORIGINAL BUDGET	2022 REVISED BUDGET	2023 BUDGET REQUEST	2023 APPROVED BUDGET
CONTRACTUAL SERVICES							
531001		CCM	\$20,947	\$41,895	\$41,895	\$41,895	\$41,895
531002		NVCOG	32,751	31,060	31,060	32,610	32,610
531003		FARMINGTON RIVER WATERSHED	4,322	4,325	4,325	4,870	4,870
TOTAL CONTRACTUAL SERVICES			\$58,020	\$77,280	\$77,280	\$79,375	\$79,375
TOTAL CITY MEMBERSHIPS			\$58,020	\$77,280	\$77,280	\$79,375	\$79,375

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			2021	2022	2022	2023	2023
OBJECT	PROJECT	DESCRIPTION	ACTUAL EXPENDITURE	ORIGINAL BUDGET	REVISED BUDGET	BUDGET REQUEST	APPROVED BUDGET
OTHER/MISCELLANEOUS							
581730		MUM FEST	\$0	\$40,000	\$55,000	\$50,000	\$50,000
581770		MAYOR'S COMMUNITY PROMOTIONS	23,708	25,000	26,000	10,000	10,000
TOTAL OTHER/MISCELLANEOUS			\$23,708	\$65,000	\$81,000	\$60,000	\$60,000
TOTAL COMMUNITY PROMOTIONS			\$23,708	\$65,000	\$81,000	\$60,000	\$60,000

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, Commission for Persons with Disabilities, F.O.I Commission, Opioid Task Force, Diversity Council, Energy Commission, Housing Code Board of Appeals, Ordinance Committee, Real Estate Committee and Transportation Commission.

Budget Highlights

0011041 BOARDS AND COMMISSIONS			2021	2022	2022	2023	2023
OBJECT	PROJECT	DESCRIPTION	ACTUAL EXPENDITURE	ORIGINAL BUDGET	REVISED BUDGET	BUDGET REQUEST	APPROVED BUDGET
SALARIES							
515100		OVERTIME	\$5,962	\$6,300	\$6,300	\$6,500	\$6,500
TOTAL SALARIES			\$5,962	\$6,300	\$6,300	\$6,500	\$6,500
CONTRACTUAL SERVICES							
561800		POSTAGE	\$0	\$50	\$50	\$50	\$50
TOTAL CONTRACTUAL SERVICES			\$0	\$50	\$50	\$50	\$50
TOTAL BOARDS AND COMMISSIONS			\$5,962	\$6,350	\$6,350	\$6,550	\$6,550

